

Final evaluation of the
"DEVELOPING POLICY- RELEVANT CAPACITY FOR
IMPLEMENTATION OF THE GLOBAL ENVIRONMENTAL
CONVENTIONS IN JORDAN" PROJECT J

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The evaluation was conducted within 12 days between December 1st, 2012 and January 5th, 2013.

List of Abbreviations

CB2	Cross-Cutting Capacity Building
FP	Focal Point
GE	Global Environment
GEF	Global Environment Facility
GoJ	Government of Jordan
HCST	Higher Council for Science and Technology
MoA	Ministry of Agriculture
MoEnv	Ministry of Environment
MoEMR	Ministry of Energy and Mineral Resources
MoHESR	Ministry of Higher Education and Scientific Research
MoPIC	Ministry of Planning and International Cooperation
NCARE	National Centre for Agricultural Research & Extinction
NEAP	National Environmental Action Plan
NGOs	Non-Governmental Organizations
NPM	National Project Manager
PB	Project Board
WG	Working Group
RSS	Royal Scientific Society
NCER	National Centre for Energy Research
JCI	Jordan Chamber of Industry
PIR	Project Implementation Review
PAC	Project Advisory Committee
ToRs	Terms of Reference
TPR	Tripartite Review
UNCBD	UN Convention for Biodiversity
UNCCD	UN Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme-Country Office
UNFCCC	UN Framework Convention on Climate Change
NEX	National Execution Modality

Table of contents

Acknowledgement

1. *Executive Summary*

1.1. Key Findings

1.2. Conclusions

1.3. Recommendations

2. *Introduction*

2.1. Why is the Evaluation Conducted?

2.2. Environment of Jordan and its Involvement into GE Conventions

2.3. Project Goals and Objectives

2.4. Key Expected Results

3. *Methodology and Approach*

3.1. Key Questions of the Evaluation and Approaches to Address them

3.2. Shortcomings of the Evaluation Methods

3.3. Structure of the Report

4. *Key Findings*

4.1. Project Design and Organizational Structure

4.2. Major Changes during the Lifetime of the Project

4.2.1.1.1. Staff

4.2.1.1.2. Prodoc and Scorecard

4.2.1.1.3. Indicators

4.2.1.1.4. Target Values

4.2.1.1.5. Revised Logframe

4.3. Major Achievements by the Project

4.3.1.1.1. Output Matrix

4.3.1.1.2. Achievements of the Project under the Different Outcomes

4.3.1.1.3. Evaluation Results for Outcome 1

4.3.1.1.4. Evaluation Results for Outcome 2

4.3.1.1.5. Evaluation Results for Outcome 3

4.4. Meeting of Targets and Overall Rating for meeting Outcomes, Outputs and Overall Targets:

5. *Performance Criteria*

5.1 Effectiveness

5.1.1. Project Organization and Structure

5.1.1. Project Management

5.1.2. Catalytic Effects

5.2. Coherence

5.3. Relevance

5.4. Risk and sustainability

5.5. Efficiency

5.6. Other Issues

5.6.1 Ownership

6. Conclusions and Lessons Learnt

7. Recommendations

Annex 1:

- Summary of Project Achievements
- Scorecard

Annex 2:

- Questionnaire and Questionnaire Guidelines
- List of Documents Reviewed
- Agenda of Meetings and List of Persons Met
- Tor
- Short Biography of Consultant
- Declaration on Code of Conduct

Figures:

Fig. 1. Framework of Evaluation

Fig. 2: Project Organization Structure

Fig. 3: Structure of Climate Policy Draft

Fig. 4: Structure of Suggested GE-Related Research Fund

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The consultancy was prepared and facilitated by the CB-2 project team throughout the whole period in collaboration with the UNDP country office in Amman as well as various stakeholders at Ministries, Universities, private research institutions and other stakeholders. The consultant would like to express her deep gratitude for all kindness, friendliness and competent support she received.

1. Executive Summary

- The project's long-term goal is to develop the policy and legal frameworks in Jordan to strengthen compliance with global environmental conventions. The project objective is to develop policy-relevant capacities for implementation of the global environmental conventions (the three Rio Conventions: UN Convention on Biodiversity (CBD); UN Framework Convention on Climate Change (UNFCCC); and UN Convention to Combat Desertification (UNCCD) in Jordan),¹ by enhancing connectivity between the research and policy making for optimum global environmental management.
- The objective of the consultancy is to evaluate the achievements of the project in terms of meeting its targets and prove its effectiveness, efficiency, relevance, coherence and sustainability

1.1. Key Findings

- The project functions as a boundary institution that meets the latest criteria which have been internationally established for institutions which link science with policy knowledge. However, the project board structure is composed only of ministries and UNDP, it would benefit from integrating also at least one research institution.
- Identification of line ministries and agencies to collaborate with the project, revival of national committees to work on policies on each of the three conventions, formal establishment of the national committees through a letter from the Prime Minister. A highlight within Output 1 was the formulation of a new Climate Policy. The project was perceived as a sustainable and stable element within the MoEnv.
- Major achievements within Output 1.2. were the establishment of three thematic research groups corresponding to the three national committees and an advisory committee to link the two groups to ensure effective collaboration. The Project provided furthermore technical assistance for the preparation of the strategy of adaptation of biodiversity to climate change in Jordan lead by RSCN through engaging the three thematic research groups of Rio conventions in the stakeholders' consultation process.
- Major achievement within Output 1.3. was the *Study on Design and Program the Virtual Platform for Rio Conventions-related Information Collection, Processing, Analysis and Dissemination* the installation of a virtual platform in the Ministry of Environment, and the systematic collection of data material both static and dynamic to for this purpose.
- Major achievements within Output 2.1. were two ground-breaking consultancy reports which had been initiated by the project:
 - Study on Potential Institutional Mechanism for Future Collaboration between Policy and Research Institutions in Relation to Rio Conventions (UNFCCC, CBD and UNCCD) conducted by Balqa Applied University
 - The Consultancy Report: "Developing Policy-Oriented Research Guidelines, Procedures and Tools to Support Implementing Rio Conventions in Jordan" conducted by the organization Science Triangle
- Major Achievements in Output 2.2. were the amendment of biodiversity and desertification policies within the Environmental Protection Law and the development of sectoral strategies,

¹ Compare UNDP-Website "Jordan" http://www.undp-jordan.org/index.php?page_type=projects&project_id=45&cat=3

particularly for biodiversity.. A major merit of the project was the initiation of a climate policy draft, and the ratification of the Nagoaya Protocol, which was driven by the National Committee of Biodiversity.

- The two consultancy reports mentioned above have also identified possible funding sources for the project. Moreover, the project advanced the idea to establish a Rio Conventions Policy-Oriented Research Fund through a new project. It also developed a structure for a possible mechanism to access and distribute research funds. Some researchers and research institutions devote more funds now to GE policies.
- Furthermore has the project effectively contributed to capacity building and awareness raising, for instance through the establishment of training modules on the requirements of and obligations towards the GE Conventions as well as through the dissemination of reports and newsletters and collaboration with press and other media.
- The project is very relevant to and coherent with the National Goals of Jordan, the UNDAF goals of UNDP, the Global environmental conventions, the development of policy relevant research and finally to national sustainability, environmental health and poverty reduction. It is also coherent with the
- Although project activities did not have in any aspect a full impact on all stakeholders, the project managed to function as an effective border institution to link policy research with policy making.
- The overall rating of the project is highly satisfactory to satisfactory..

1.2.Conclusions and Lessons Learnt

- The CB-2 project is an important milestone for Jordan to meet its obligations within the Global Environmental Conventions. The project has made an astonishing progress during the last one to two years and has reached achievements, which partly can be considered as historical milestones for the implementation of the Environmental Conventions in Jordan, such as the formulation of a national climate policy. The project has successfully contributed in promoting tools and procedures, producing and disseminating knowledge and information, and in influencing policy frameworks in regard to the GE Conventions with wide-reaching implications for periods also after the termination of the project.
- While the implementation of the GE conventions on national level is still lacking behind, the project has made substantial efforts to engage a high diversity of stakeholders, which will lead to a better implementation of the GE conventions on national level. Particular in engaging grass-root groups and promoting socioeconomic issues and gender mainstreaming into environmental issues, it is a pioneer within the country.
- Within this, the linkage of science with policy levels is especially relevant and has been substantially improved through the project. Nevertheless is the collaboration between scientists and policy makers presents still a challenge worldwide, and as such also to Jordan.
- All stakeholders consulted during the evaluation considered the project as effective, highly efficient and relevant. Most stakeholders postulated either a replication or a continuation of the project either for other Conventions or a continuation in a further phase, which would maintain and expand the momentum achieved by the project.

- The evaluation of project documents has furthermore shown, that also the coherence of project design and activities are highly coherent on the management level, and the project is very coherent and relevant to the UNDAF goals as well as to the GE-conventions themselves and the National policies and priorities.
- The overall performance of the project is highly satisfactory to satisfactory, although not all indicators were formulated in a way, that were applicable to fully assess the project's progress.
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1.3. Recommendations

All following recommendations are addressed to increase motivation of stakeholders involved into the project.

- Both policy makers and scientists would benefit by more internationalism in regard to the implementation of the GE-conventions. The spirit of general excitement and enthusiasm of people who regularly attend COPs as observers, CSO or governmental delegations could hardly be felt within the Jordanian institutions visited, which therefore partly also still lack vision and motivation in their commitment to work on GE-related policy issues.

In this respect, the following activities are suggested:

- a) The project should provide all stakeholders with better on-line information on ongoing international activities. While the project already elaborated the obligations from each conventions, the easiest way of accessing updated information in a comprehensive way which also will further motivate scientists is by subscribing to the respective list servers of GE-related topics at the International Institute for Sustainable Development in Canada at www.iisd.ca, and subscribing there to the Climate List, the Land List and the Biodiversity Lists. In this way all subscribers would be continuously provided with information on larger and smaller GE-related events, publications and other issues in relation to the GE-conventions., since it was mainly the most recent information, which stakeholders appreciated highest during the interviews for the consultancy.
- b) Jordanian Scientists should be better involved into the ongoing international assessments such as IPCC, IPBES, and an apparently upcoming Intergovernmental Panel on Land Degradation. Data, information and research results from Jordan are needed in these assessments to be comprehensive, however, Jordanian scientists are usually not aware that they would be applicable to participate there and also would receive funds to attend these meetings. The project should therefore also provide better information on such assessments and promote access to them.
- c) The research and policy committees established by the CB-2 project could link up with similar research-policy initiatives on the international level, which are rare, nevertheless exist. Linkages between research and policies are discussed in all COPs of the conventions, and there are also some international platforms to link research with policies, such as DESERTNET International for the implementation of the UNCCD, which CB-2 stakeholders could link up and also request for a membership. This would allow them on the one hand to exchange experience and draw common

lessons learnt, and it is also a platform through which members could easily register at the COPs of the UNCCD for instance.

The impact of the project and the participation of different stakeholders could be enhanced, if the project would work design its activities in a more client-oriented way, and it should be acknowledge that all stakeholders of the project partipate on a voluntary basis without many incentives. Therefore it is necessary that the project carefully makes sure to meet their expectations and needs.

The funding mechanism which has been identified, should be better specified and concretized in the following ways:

- Additionally to the funding organizations identified, it is suggested also to consider new GE-related funding opportunities for researchers and policy makers such as the International Climate Initiative which even supports the preparation of NAPAs etc. or the German Lifeweb Initiative, which funds community protected areas.
- Since these funds can only be accessed on the basis of temporal calls by these funding organizations which are generally open only for a short time period of about 6 weeks, it is suggested that within the committees, scientists and policy makers start preparing a joint proposal to be submitted to such organizations. This could strengthen the linkages between policy makers and scientists and also enhance their motivation and new research topics will raise from such an initiative in a more integrated way.
- UNDP itself should support the project more pro-actively. The CB-2 project is not the only project by UNDP which is related to the implementation of the Convention, for instance there UNDP is conducting a project on biodiversity protection and land degradation in Petra, which is funded by GEF, as a result of the collaboration between the government of Finland and UNDP Jordan to implement the UNCCD. In the last mid-term evaluation it was already suggested to establish better linkages between this component and research. This would also strengthen and stabilize the role of the CB-2 project within the country. However, such kind of activities by UNDP could not be confirmed during the evaluation.
- The project should adopt a client-oriented communication strategy and provide incentives to promote and maintain the interest of all stakeholders to participate within the project. stakeholders.

2. Introduction

2.1. Why the Evaluation is Conducted

The evaluation relates to the capacity building by project CB-2 (Developing Policy-Relevant Capacity for Implementation of the Global Environmental Conventions in Jordan). The project was set up to achieve compliance of research activities with Jordan policy and legal frameworks with respect to the three Rio Conventions, UNCCD, CBD and UNFCCC, since existing research capacities did not effectively meet the needs of the GE management themes in the areas of biodiversity, combating desertification and climate change, mainly due to a disconnection between research and policy institutions.

The initiative to establish this project is rooted within a framework of actions which have been identified through a National Capacity Self Assessment (NCSA) on Jordan's Capacities to implement the GE conventions on national level. The NCSA was conducted in 2007.

The following constraints were identified as difficulties and obstacles facing proper implementation of the UNCCD, where also science could play a major role:

- *Lack of a national land use plan and legislation*
- *Desertification has little priority in the national development plans*
- *Weak linkages between scientific research and policy making*
- *Inadequacy of public awareness programs for various target groups on sustainable land management:*
- *Duplication and absence of roles and responsibilities of organizations working in land management.*
- *Absence of guidelines and specific directives for land management and rehabilitation in the EIA system:*
- *Weak capacity of local communities:*
- *Absence of a national database and system to monitor desertification:*
- *Lack of a mechanism to evaluate the impacts of economic and agriculture agreements on land management.*

Similar problems exist for the CBD and the UNFCCC

Furthermore six strategic programs have been identified as cross-cutting issues between the conventions, for which GEF funds were available, which are:

- knowledge management and networking
- technology transfer and technical training
- linking research to policy development
- sustainable coordination mechanisms

- resource mobilization
- empowerment of local communities

The MoEnv as the lead organization to implement the conventions in support by highly engaged scientists decided to use the GEF funds for a project to link research to policy development, because already since 2002 the demand for a better integration between science and policy has been under discussion.

As a one outcome of the CB-2 Project, a national virtual platform for Rio Conventions-related information collection, processing, analysis and dissemination through web-based tools and e-networks was established as a starting base map for research activities relevant to thematic areas of Rio Conventions and other GE topics., which was designed to serve as a blueprint for a future national Environmental Information System for Jordan which also was given attention during the evaluation.

2.2. Environment of Jordan and its Involvement into GE Conventions

In 2003, Jordan ratified the Kyoto protocol and became the third Arab country part to the protocol. A national committee was formed to develop project proposals and initiatives for the Clean Development Mechanism of the Kyoto protocol.

Jordan was also one of the original signing countries of the CBD in 1992 at the Rio summit and ratified the CBD in 1993. It produced its national Biodiversity country study in 2000 and the National Biodiversity Strategy and Action Plan in 2003. It was also the first country in the region to develop a national framework on biosafety. Jordan has also several other international conventions on biodiversity, such as Ramsar, the World Heritage Convention and the Biosafety framework. Jordan is a state member of IUCN and the UNESCO Man and Biosphere Programme.

2.3. Project Goals and Objectives

The project's long-term goal is therefore to develop the policy and legal frameworks in Jordan to strengthen compliance with global environmental conventions. The project objective is to develop policy-relevant capacities for implementation of the global environmental conventions (the three Rio Conventions: UN Convention on Biodiversity (CBD); UN Framework Convention on Climate Change (UNFCCC); and UN Convention to Combat Desertification (UNCCD) in Jordan), by enhancing connectivity between the research and policy making for optimum global environmental management.

To achieve this, the project targets key research and education institutions to develop necessary knowledge base in this regard by building on existing in-house capacities and build upon existing policies and legal frameworks to ensure that the current national efforts for reforming and implementing these frameworks are enabled and strengthened to catalyze the required reforms. The project is adopting an approach for mainstreaming and capitalizing upon existing national initiatives already engaged in the application of policies and laws through applied research, which will therefore ensure that the continuity of any enforcement measures of policies and laws will be based on nationally tested and demonstrated systems and approaches. The project's long-term goal is to develop the policy and legal frameworks in

Jordan to strengthen compliance with global environmental conventions. The project objective is to develop policy-relevant capacities for implementation of the global environmental conventions (the three Rio Conventions: UN Convention on Biodiversity (CBD); UN Framework Convention on Climate Change (UNFCCC); and UN Convention to Combat Desertification (UNCCD) in Jordan),² by enhancing connectivity between the research and policy making for optimum global environmental management.

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2.4. Key Expected Results

This project is expected to contribute in bridging the gap between policy making and implementation capabilities in Jordan for the global environment conventions to which it is signatory namely the UNFCCC, UNCCD and the CBD by linking research to policy making process

3. Methodology and Approach

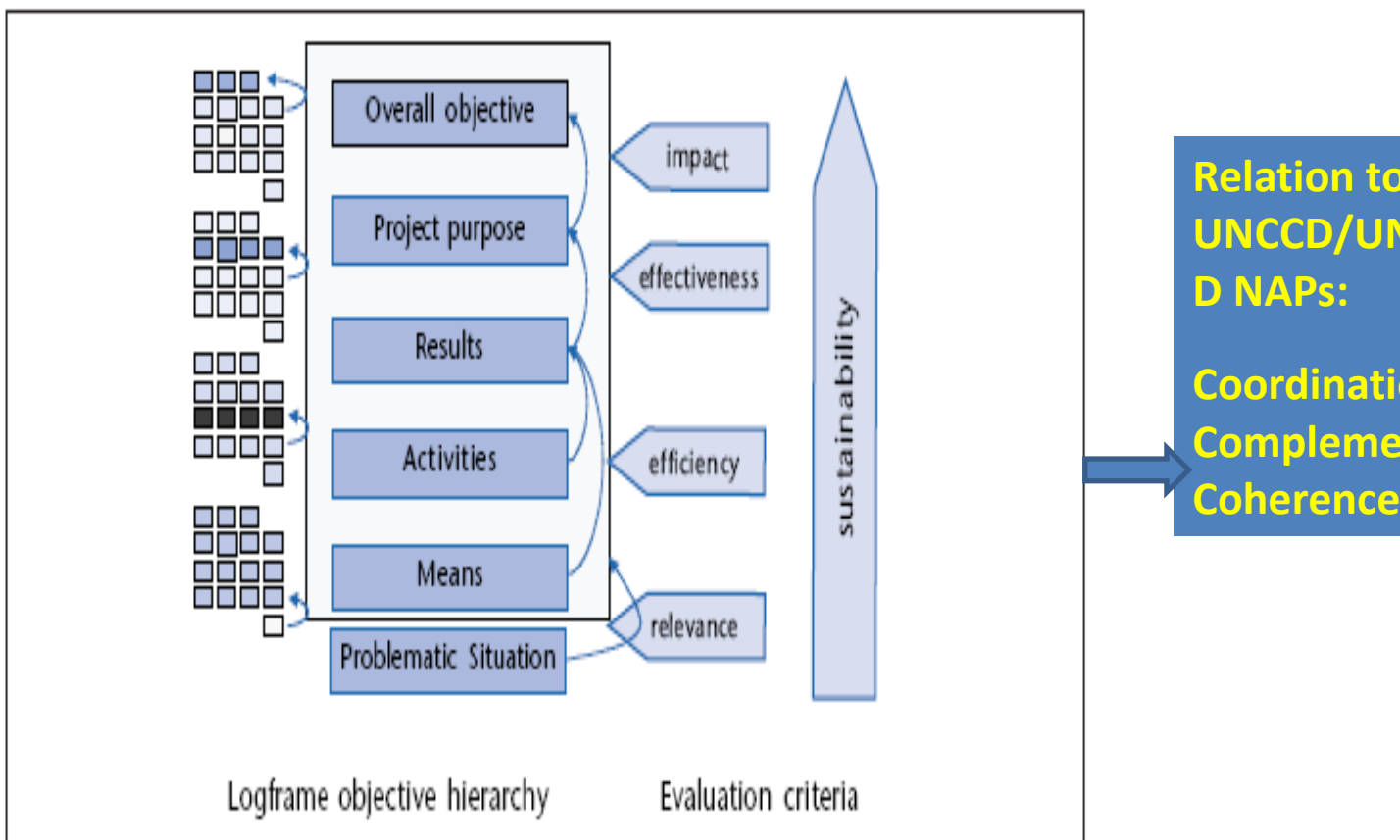
The ToR suggest three major phases of the evaluation,

1. A review of relevant documents
2. Evaluation of project management structure, comparing project management achievements with objectives in regard to implementation, monitoring, reporting, established partnerships.
3. An evaluation of the effectiveness of the project including design, relevance, effectiveness, efficiency, impact, sustainability, identifying challenges, constraints and success factors and providing conclusions and lessons learnt.

Within this report, all three points are addressed through one approach according to UNDP guidelines which is highlighted in the following framework (Fig. 1) and by integrating it into the Output Matrix provided through the TOR as illustrated in Table 1 further below.

² Compare UNDP-Website “Jordan” http://www.undp-jordan.org/index.php?page_type=projects&project_id=45&cat=3

³ Ibid.



Method:

Comparing objectives versus activities, means and results to link and match research with demands of Rio Conventions

Fig. 1: Framework for Evaluation

The particular significance of the single components within this framework is described in the following:

1. **Relevance** concerns whether the results, purpose and overall objectives of the intervention are in line with the needs and aspirations of the beneficiaries, and with the policy environment of the intervention, within the context of this project, mainly how research topics, objectives and activities are relevant to build operational and technical national research and institutional capacities to meet the objectives of the GE conventions.
2. **Feasibility:** Strengths, Weaknesses, Risks and Opportunities of Programme Features.
3. **Impact** is the effect of the project on its wider environment, and its contribution to the wider sector objectives summarized in the project's Overall Objective, and on the achievement of the overarching policy objectives of the national institutions, GE conventions and the various partners involved. Impact includes positive and negative, primary and secondary effects produced by a development intervention on its beneficiaries, directly or indirectly, intended or unintended.

4. **Effectiveness** is the contribution made by the project's results/outcomes to the achievement of the project purpose. Effectiveness describes how well the results achieved have furthered the attainment of the intervention purpose both in quality and in quantity. It includes also catalytic and synergistic effects among project components, as well as political, institutional, natural, social economic/financial, cultural factors which supported or impeded project implementation
5. **Efficiency** is used to assess if the results were obtained at reasonable cost, i.e. how well means and activities were converted into results, and the quality of the results achieved. It describes the relationship between the produced outputs and the utilized resources.
6. **Coherence** is used to assess if the outputs and activities, in this project mainly research related ones, are still in line with the original objectives of the programme as well as with national goals, UNDP mandates and key issues of the Rio Conventions.
7. **Sustainability** is the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended. Key factors that impact on the likelihood of sustainability include: (i) ownership by beneficiaries; (ii) policy support/consistency; (iii) appropriate technology; (iv) environment; (v) socio-cultural issues; (vi) gender equity; (vii) institutional management capacity; and (viii) economic and financial viability.

The framework illustrated in Fig. 1 is integrated into the Output Matrix provided within the TOR, which has been expanded by the consultant in regard to the major activities and levels of analysis to be conducted during the evaluation, as shown in Table 1 on the following page. The factor coherence has been added to the original table.

The evaluation was conducted according to UNEG standards.⁴

3.1.Key Questions of the Evaluation and Approaches to Address them

In Table 1 the major questions that have been answered within the evaluation are listed in the left column. The major methods how to address them are listed in the corresponding columns on the right side. While the major sources which are used for the evaluation of the output matrix are the documents provided by the project plus interviews conducted during the evaluation visit, the performance criteria have solely been rated by stakeholder's satisfaction, which has been investigated through open interviews with one or two persons, based on guided questionnaires

⁴ Compare: <http://www.unevaluation.org/unevaluationstandards>

Table 1: Evaluation Questions and Methods

Criteria	Main questions	Main Evaluation Activities	Methodology and Level of Analysis
Project Management	<ul style="list-style-type: none"> - Are the Project Management arrangements appropriate at the team level and Project Board level? 	<ul style="list-style-type: none"> - Description of roles and responsibility of project team and board. Evaluation of effectiveness of board structure to reach objectives (in respect to UNDP/UNDAF, national goals in regard to GE conventions) 	<ul style="list-style-type: none"> - Project reports, discussion with Project Staff
Project Design	<ul style="list-style-type: none"> a. To what extent did the design of the project help in achieving its own goals? b. Were the context, problem, needs and priorities well analyzed while designing the project? Were there clear objectives and strategy? c. Were there clear baselines indicators and/or benchmarks for performance? d. Was the process of project design sufficiently participatory? Was there any impact of the process? 	<ul style="list-style-type: none"> a. Description of project design and goals, context, problems, needs and priorities of the project. b. Measurements of effectiveness and efficiency in reaching the goals by comparing activities with achievements through project design, comparison of objectives and strategies with project goals. c. Descriptions of baseline indicators and benchmarks d. Analysis of stakeholders involved into project, analysis of modes of involvement, impact assessment 	<ul style="list-style-type: none"> a. Analysis of project reports, discussion with project staff on project design, discussions with line ministries and research institutions on goals b. Discussion with project partners (research institutions, line ministries etc. to assess stakeholder' needs and satisfaction c. Progress reports of the project, discussion with project staff d. Project reports, stakeholder interviews, interview of project staff
Relevance, coherence and appropriateness	<ul style="list-style-type: none"> a. Was the project relevant, coherent, appropriate and strategic to national goals and challenges? b. Was the project relevant, coherent, appropriate and strategic to the mandate, strategy, functions, roles, and responsibilities of the MoEnv as an institution and to the key actors within that institution? c. Was the project relevant, appropriate and strategic to UNDP mandate? 	<ul style="list-style-type: none"> a. Description of national goals and challenges and comparing them to relevant project inputs and impacts b. Description of MoEnv mandate, strategy, functions, roles and responsibilities of MoEnv and comparing them to the respective project inputs and impacts c. Description of respective UNDP mandate and comparing them to the respective project inputs and impacts 	<ul style="list-style-type: none"> a. Review of NAPs and other documents regarding the objectives in respect to GE conventions and their cross-cutting issues in regard to operational and technical issues b. Discussion with MoEnv and other line ministries related to the GE conventions to assess their perceptions on the relevance of the CB-2 project c. Discussion with UNDP staff on the same

Effectiveness and efficiency	<ul style="list-style-type: none"> a. Were the actions to achieve the outputs and outcomes effective and efficient? <ul style="list-style-type: none"> ○ Were the outputs achieved in a timely manner? ○ Were the resources utilized in the best way possible? b. Were there any lessons learned, failures/lost opportunities? What might have been done better or differently? c. How did the project deal with issues and risks? 	<ul style="list-style-type: none"> a. Listing of major project actions and efforts in regard to time, cost and work capacity efficiency <ul style="list-style-type: none"> ○ Comparing assigned dates of achievements with realized dates of achievements ○ Comparing proposed budgets with real expenses and labour input, comparing outputs with expenses and labour input, comparing the whole with possible alternative resource utilization b. Listing of project successes and failures and lessons learnt c. Comparison of major risk assumed in the prodoc with later experiences by the project staff and description of measures taken by the project to address these risks 	a.b.c. Reviewing project reports, particularly cost and action plans, benchmark analysis, cost-benefit analysis, project staff interviews
Impact and sustainability	<p>Will the outputs/outcomes lead to benefits beyond the life of the existing project? The following questions are considered as indicators:</p> <ul style="list-style-type: none"> a. Were the actions and results owned by the local partners and stakeholders? b. Was capacity (individuals, institution, systems) built through the actions of the project? c. What is the level of contribution of the project management arrangements to national ownership of the set objectives, results, and outputs d. Were the modes of deliveries of the outputs appropriate to promote national ownership and 	<p>Various indicators will be used to assess sustainability and impact of the project through:</p> <p>a.b.c., Analysis of actions and incorporation of research results, new legal framework into local networks, actions, policies etc., analysis of new initiatives created by partner organizations and other stakeholders as a result of the project, analysis of new, Rio-Convention related research projects on own initiatives by the partners, analysis of law and policy framework innovations in regard to the GE-conventions as consequence of the project, analysis of participation of national stakeholders from Jordan within events of the GE conventions, as well as receiving benefits from the conventions now and before.</p> <p>b.c.d.: Indicators for operational and</p>	- Analysis of relevant documents created by partners and other stakeholders, stakeholder interviews

	sustainability of the results achieved?	<p>technical ownership: Knowledge and knowledge networks initiated, controlled and replicated on national level, laws and policy frameworks initiated, controlled and implemented by nationals</p> <p>Analysis of modes of deliveries, analysis of stakeholder satisfaction in regard to appropriateness</p>	
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3.2.Shortcomings of the Evaluation Methods

Particularly the interview methods have shown some shortcomings. Only a small portion of each stakeholder group could be visited during the field evaluation. Therefore, especially where figures were requested to be compared with baseline data, frequently these figures could not be assessed comprehensively. For instance, on questions about numbers of research articles, research projects, funding resources, only the figures provided by the respective interviewees could be collected. However, it was decided that in case, the figures even within the small numbers of stakeholders interviewed were higher than the ones of the baseline, it could be concluded that progress was achieved.

The second shortcoming was that impacts of the project could not be clearly distinguished from other influences which have put GE-issues more into the agenda. Sometimes stakeholders said, that they themselves in their individual role as researchers and policy makers felt the need to address GE issues, and they would have done that also without the existence of the CB-2 project. Nevertheless, all stakeholders finally admitted, that the CB-2 had raised their attention on these topics and catalytic effects which spilled over from the CB-2 project had fuelled their activities.

In case of contradictory responses, triangulation was used as a method to prove or falsify such answers. Responses which could not be substantiated through arguments or criteria were eliminated..

Finally, the underlying assumptions in regard to outcomes, indicators and baselines partially present a challenge to the evaluation, because they partly based on a research and policy landscape, which does not exist in this particular way. For instance, if an indicator measures the number of research projects on a certain GE-related topic, it assumes that researchers have a full freedom of choice to select the topics they do research on. However, this freedom does frequently not exist, bc lack of funds, tools and internal University hierarchies are hampering scientists to choose their research topics.

3.3. Structure of the Report

The main body of the report will present first the key findings of the evaluation, which are the highlights of the major activities by the project. Then important impacts as a result of these activities which can be considered as milestone achievements of the project are presented. In the following section of the Key Findings the questions raised in the TOR as presented in Table 1 are answered. After this, the performance of the different criteria as required by UNDP/GEF will be illustrated. Finally, it will be highlighted, to which extent the project has met the objectives of the project according to the Output Matrix/RBM framework. The report will end with major conclusions and recommendations.

4. Key Findings

4.1. Project Design and Organizational Structure

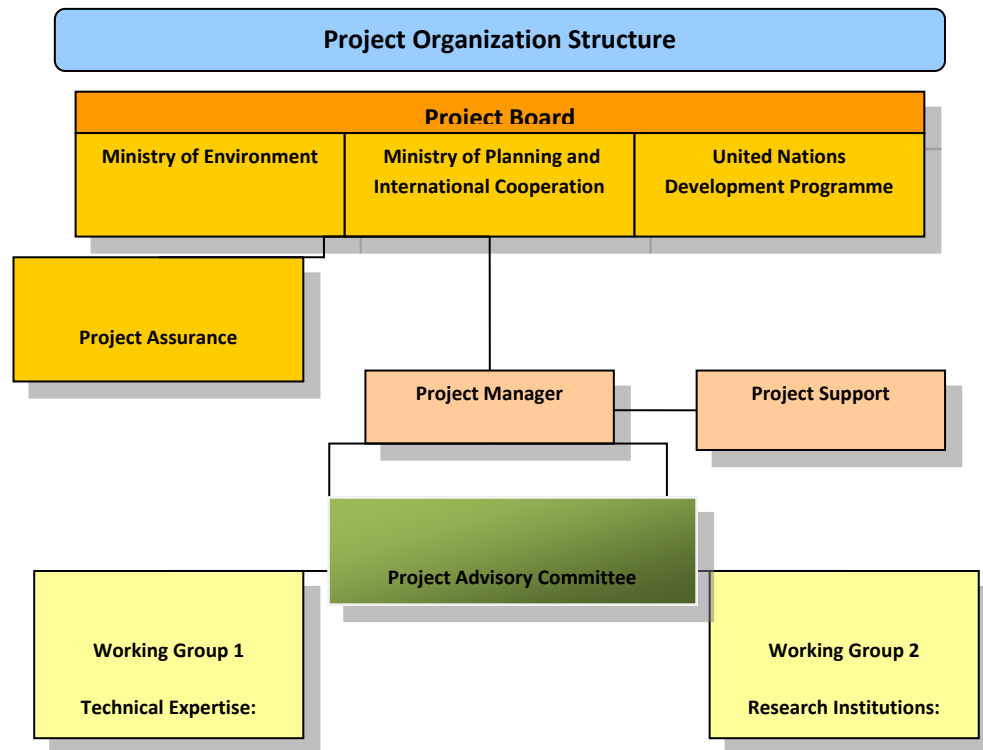


Fig. 2. Project organizational Structure⁵

1. The project is following the modality of National execution and the **Executing Agency** is the Ministry of Environment (MoEnv), which is also hosting all focal points of the GE Conventions. MoEnv was chosen since it has the necessary experience of working with donors and research institutions and centres in Jordan.

2. The Ministry of Planning and International Cooperation (MoPIC) in its role as government coordinating authority is responsible for the supervision of the Executing Agency's performance, assessment of progress, technical quality and achievement of objectives. While the day to day responsibility for the project lies with the executing agency, the government coordinating authority retains ultimate responsibility on behalf of the government.

3. MoEnv is responsible for the planning and overall management of project activities, reporting, accounting, monitoring and evaluation of the project. It is accountable to the government coordinating authority (Ministry of Planning and International Cooperation) and to UNDP for the production of outputs, the achievement of project objectives and the use of project resources. It facilitates dialogue and networking between the partners and utilize relevant expertise to support the project. UNDP is also

⁵ Project Inception Report, March 2010

responsible for the recruitment, contracting and supervision of Project Staff in coordination with MoEnv and following competitive recruitment processes. The recruitment took place in the first month of project implementation. The project team consists of the Project Manager and the Project Assistant.

4. A **Project Board (PB)** is established to oversee the implementation of the project. It is the group responsible for making on a consensus basis management decisions for the project when guidance is required by the Project Manager. The Project Board consists of representatives from MoPIC, MoEnv, and UNDP. The Project Board should meet once every four months or as necessary when raised by the Project Manager. The Project board is consulted by the Project Manager for decision when Project Manager Tolerances (normally in terms of time and budget) have been exceeded.

5. A **Project Advisory Committee (PAC)** is established to oversee the implementation of the project, and comprises the National Project Manager, MoEnv, UNDP, MoPIC, and the project's stakeholders. The Project Advisory Committee members should meet once every four months or as per needs of the project. The PAC will consist two working group (i) a WG on Technical Expertise, Collaborative Management, IT, Legal and Institutional; (ii) a WG on Research Institutions, Awareness, Training and Technical Advice (for PAC's ToR, Please see Annex 7)

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

7. **The Project Manager** has the responsibility to manage the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. His/her prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.⁶

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

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

8. The project is implemented over 36 months with a total budget of US \$ (600,000) UNDP will provide \$ US 100,000 from its own TRAC resources, the Government of Jordan has provided US \$ 25,000 USD through the MoEnv and GEF US \$ 475,000.

9. UNDP assist in its ability to build partnerships, especially with the GEF, coordinate between the various parties involved, and obtain knowledge from global sources and experiences. UNDP is the budget holder under the National Execution modality and provides training to the Project Staff if needed on the execution modality.

Evaluation Comments: The Project Design is adequate, since it involves all key organizations who have been instrumental in establishing the project, such as the Ministry of Environment and UNDP, as well as MOPIC, which is responsible for monitoring and advising the project. UNDP furthermore is assuring the

⁶ Source: Inception Report of the Project, March 31, 2010

quality of the project. For better linkage of the policy level with research organizations, it might, however, be advisable to take additionally a research organization on board.

The establishment of a policy Working Group (National Committee) and a Research Group, linked through a Project Advisory Committee is the perfect institutional infrastructure to address the objectives of the project.

The project has also managed to accommodate a high diversity of institutions into its thematic groups as well as into the advisory committees.

4.2. Major Changes during the Lifetime of the Project

During the Course of the Project, some major changes occurred on the Project Management Level, the Project Document and its indicators.

4.2.1 Staff

The first project manager had difficulties to put the objectives of the project into practice, since her perception was that the achievement of the project objectives required a major and long-term mental shift of researchers and policy makers, which to institutionalize she was missing clear goals within the original project document, which also was substantially changed in the subsequent project phases⁷. Therefore the first project manager resigned after two years, when the project was lagging behind its objectives, and was replaced by its current project manager, Dr. Ahmad Abdalfattah. The Project Assistant, Mrs. Ghada Alsous, has been continuously employed by the project. The new management established an acceleration plan together with MOPIC, to compensate for the initial delays and was able to implement the project according to schedule. The first project manager shows still high commitment to the goals and objectives of the project and became a member of the National Committee on Climate Change since then.

4.2.2. ProDOC and Scorecard

The initial Prodoc was lacking a realistic estimation of the political and scientific landscape of Jordan and therefore of its potential to achieve certain goals in implementing GE-issues into policies and linking policy with scientific research within this context. This was recognized already by the first project manager and later on effectively revised by the present project management team, which amended outcomes, objectives and criteria in a more realistic and also measurable way in the project inception report.

Within the Project Inception Report, which was finalized on March 31st 2011, the following amendments were suggested in regard to Outcome 2:

7

<p>Outcome 2: <i>Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research</i></p>	<p>Output 2.1: <i>Guidance and procedures are developed and adopted to promote policy-oriented research.</i></p>	<p>Output 2.1: <i>no comment</i></p> <p>Output 2.2: <i>The original output was “Systemic procedures and commitments are defined to mainstream global environmental themes into the research programmes of the key research institutions”. The group suggested a clearer output emphasizing on the three Rio Conventions</i></p> <p>Output 2.3: <i>The original output was “Targeted policy reforms related to GE issues are undertaken through policy-oriented research at JCPP and JCIAR”. Since the JCPP and the JCIAR are not active, the group suggested to substitute this output with having a funding mechanism as a vital output of the project</i></p>
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4.2.3 Indicators

Indicators were amended two times. The latest changes are presented in the Annex. Not all changes of indicators can be considered as successful. In some cases indicators are not fully applicable to capture the full achievements of the projects, in other cases they are difficult to measure. Comments on this can be found in the Evaluation Section below itself.

4.2.4. Target Values

The target “Research Institutions are closely involved in the development of NEAP” was amended, since NEAP does no more longer exist and was substituted by the term “Environmental Strategy Implementation Plan” (the latest version covers the period 2011-2013) from 2011 onward.

4.2.5 Revised Log-Frame

The following table shows the revised logframe of the project. Changes have been made in the overall objective.

	Proposed Indicator	Baseline	Target by End of Project	Sources of verification	Assumptions
Objective: Developing the policy and legal frameworks in Jordan to strengthen compliance with GE conventions through optimizing the involvement of all concerned institutions.	1. Environmental Strategy Implementation Plan has been prepared with direct participation of and contribution by Research Institutes;	<ul style="list-style-type: none"> Previous Environmental Strategy Implementation Plan was developed without referring to research institutions 	<ul style="list-style-type: none"> Research Institutions are closely involved in the development of Environmental Strategy Implementation Plan 	<ul style="list-style-type: none"> Project Mid-term and final evaluation Minutes of meetings of Environmental Strategy Implementation Plan 	<ul style="list-style-type: none"> The government of Jordan and UNDP-GEF continue to support the capacity development orientation of this project and the key features of capacity development for the environment (i.e. participatory, flexible, iterative, integrative, multifaceted and process-oriented) The government continues to fulfil its international commitments (including the multi-lateral environmental agreements)
	2. The expenditure on research, related to global environmental conventions has increased.	<ul style="list-style-type: none"> Baseline value measured at the project initiation s: JD (1,292,500) 	<ul style="list-style-type: none"> The expenditure on research, related to global environmental conventions has increased by 10% by end of project 	<ul style="list-style-type: none"> Records of “Scientific Support Research Fund “ Records of Higher Council of Science and Technology 	<ul style="list-style-type: none"> MoEnv continues to support the participation and involvement of all concerned stakeholders, especially research, in national and GE-related policy.

	Proposed Indicator	Baseline	Target by End of Project	Sources of verification	Assumptions
		\$ (1,825,564.9) As provided by the Scientific Research Support Fund			<ul style="list-style-type: none"> The national commitments to support research are respected
	3. Capacity development monitoring scorecard rating	<ul style="list-style-type: none"> Ratings completed at project inception phase (6/24) 	<ul style="list-style-type: none"> Targets at project end (18/24) 	Project Reports	
OUTCOME 1: Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established	1. Reactivation of national committees related to Environmental Conventions	<ul style="list-style-type: none"> National committees on the three conventions are not active. 	<ul style="list-style-type: none"> Three national committees on Rio Conventions are active 	<ul style="list-style-type: none"> Minutes of meetings of national committees Project Reports 	<ul style="list-style-type: none">
	2. Formal mechanisms for cooperation between research institutions and ministries engaged in policy formulation are established	<ul style="list-style-type: none"> Ad hoc relationship, limited to meeting and consultancy 	<ul style="list-style-type: none"> Two collaboration frameworks exist between line Ministries and research centres 	<ul style="list-style-type: none"> Collaboration frameworks details 	
OUTCOME 2. Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research	1. Policy frameworks revised based on direct contributions from the research institutes (at least two)	<ul style="list-style-type: none"> No policy frameworks are currently prepared based on evidence research 	<ul style="list-style-type: none"> Two policies are reviewed based on direct contribution 	<ul style="list-style-type: none"> Reports of the Project Policy Documents 	<ul style="list-style-type: none"> Environmental research continues to be a priority for the universities and research institutions involved MoEnv continues to support the involvement of research institutions in policy making
	2. Funding Mechanisms for policy oriented research related to GE Conventions	<ul style="list-style-type: none"> No funding mechanisms are currently established for the three Rio Conventions Research Projects 	<ul style="list-style-type: none"> At least two funding mechanism for Three Rio Conventions are identified and at least one institution 	<ul style="list-style-type: none"> Reports of the project Reports of the research institutions using funding 	

	Proposed Indicator	Baseline	Target by End of Project	Sources of verification	Assumptions
	established and at least one institution uses that mechanism		adopts the mechanism	mechanisms that are identified	<ul style="list-style-type: none"> The government (and particularly MoEnv and MoPIC) pursues its policies and budget support to environmental management and research
OUTCOME 3. The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed	1. Number of research related to global environmental management increased at the research institutions;	<ul style="list-style-type: none"> Baseline value measured at the project initiation: (23 research) 	<ul style="list-style-type: none"> The number of research related to GE issues has increased by 50% by end of project 	<ul style="list-style-type: none"> Project survey Annual reports of universities, deanship of scientific research, scientific journals and research institutions 	<ul style="list-style-type: none">
	2. Number of student thesis oriented towards global environmental issues has increased;	<ul style="list-style-type: none"> Baseline value measured at the project initiation (8 thesis) 	<ul style="list-style-type: none"> The number of students thesis related to GE issues has increased by 50% by end of project 	<ul style="list-style-type: none"> Project survey Annual reports of universities, deanship of scientific research, scientific journals and research institutions 	
	3. Number of articles in national newspapers covering global environmental issues has increased	<ul style="list-style-type: none"> Baseline value will be measured at the project initiation 	At least 10 articles/year at end of project	<ul style="list-style-type: none"> Reports of the project Copies of articles 	

4.3. Major Achievements by the Project

The evaluation of the project is conducted by comparing the achievements by the project with its targets. For this purpose in the following the output matrix is presented first, after this the achievements of the projects are highlighted under the different outputs, and after each output a rating is conducted.

4.3.1 Output Matrix

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

Output 1.1: Institutional mechanisms to streamline the roles and responsibilities of MoEnv and other concerned line ministries under the global environment conventions are established

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

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

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

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

Output 2.2: The Three Rio Conventions local policies reviewed /and developed based on policy oriented research;

Output 2.3: Funding mechanisms to promote policy oriented research developed.

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

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

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

4.3.2. Achievements of the project under the different Outcomes

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

Output 1.1: Institutional mechanisms to streamline the roles and responsibilities of MoEnv and other concerned line ministries under the global environment conventions are established

Within this output, the project has made the following major achievements throughout its lifetime:

- Line ministries and agencies with mandates related to the three Rio Conventions were identified from Jan-Dec 2010
- A webpage in Arabic language for the project was established on Ministry of Environment (MoEnv) official website in August 2010
- The project has effectively introduced resp. revived institutional mechanisms to streamline the roles and responsibilities of MoEnv and other concerned line Ministries under GE conventions through the establishment, respectively the revival of National Committees who effectively give advice / do advocacy work to include GE-related policies into the responsible Ministries. While National Committees for Combating Desertification and Climate Change had existed before the establishment of the CB-2 project but had hibernated, the CB-2 project managed to revitalize them and also to establish a new committee - the National Committee for biodiversity. The reestablishment of the National Committee on Combating Desertification took place on March 3rd, 2011 and of the National Committee on Climate Change between March 2011- June 2011, and the new establishment of the National Committee on Biodiversity (January 31st, 2011), which also defined its priorities, supported by the project. The project assisted in preparing their mandate and work plans. Formally the National Committees were established through a letter by the Prime Minister.
- Major Ministries besides the MoEnv and other Line Ministries which are now streamlining GE-policies, are in particular the Ministry of Agriculture, which is one of the major Ministries also to address UNCCD issues, the Ministries of Energy and Water, who mainly address UNFCCC issues, the Ministry of Health, which mainstreams climate change issues into the health sector, and the Ministry of Social Development, which is going to acknowledge CC and other global environmental issues as a concern for socio-economic development. And it was also the CB-2 Project that highlighted the need to add Ministry of Social Development to the National Committee on Climate Change, which was “left behind” in the original membership roster of the committee.
- A particular merit of the project was to formulate a climate change policy for the country, which did not exist before, although currently the 3rd National Communication to the UNFCCC is being drafted. This is further elaborated in Outcome 2.
- As a further particular merit it was highlighted by Ministry staff, that the project managed to work in stable and sustainable way also throughout the previous 2 years, when the Minister and some senior officials themselves were exchanged partly on a 2-months basis, so that for many other programs any effective work could no more continuously be guaranteed. However, the strategy of the CB-2 project to mainly collaborate with the middle level staff of the Ministry guaranteed its stability, which had also positive spill-over effects to other departments within the Ministry.

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

In the following, the main achievements under this Output are listed.

The research institutions that are/were involved in the three Rio Conventions were identified and a profile of their activities as related to three Rio Conventions was prepared from Jan-Dec 2010.

Besides the establishment of national committees mentioned above, the project has newly established research groups corresponding to serve as scientific and research arms to the needs of the National Committees on the issues of CBD, UNCCD and UNFCCC composed of the best specialists in their research fields.

The project also added members from the research institutions to the national committees to ensure full collaboration between the national committees and the research groups.

The project assisted the groups to prepare their mandates and action plans (Jan- Feb 2012).

Both, National Committees and Research Groups are linked and advised by an Advisory Committee. Informal linkages between policy makers and research groups are established on an ad-hoc basis on individual level or as task forces, when Ministries are in need for scientific inputs. On a more formal basis, research groups and national committees meet on a regular basis 6 times a year.

The project assisted in preparing the TOR as well as the identification formulation of precise targets and their prioritization for each of the groups. Within this, the Project assisted the research groups in preparing a mandate (functions and responsibilities) and their work plans. Now each national committee and research group has a work plan to fulfill implementation of the provisions and obligations of the conventions with emphasis on connecting research to policy making and implementation

The three committees and research groups now participate effectively together in the development and/or update of any related environmental policy, strategy, and action plan; and similar initiatives. For example, the project involved the three research groups of the Rio National Committees in developing “adaptation of biodiversity to climate change strategy” in Middle June 2012. Also, the project continued arranging with the Ministry of Environment to involve the three thematic research groups in updating both the National Biodiversity Strategy and Action Plan and the Combating Desertification Strategy. Most importantly, as already mentioned, the Project finished in June 2012 preparing the terms of reference (ToR) for developing and enacting a national policy for climate change for the first time in history of Jordan and has currently contracted consultants to draft the policy paper, to which all members of the three Rio national committees and the three research groups greatly participate in the policy development process to fulfill main objective of the Project. The Project provided furthermore technical assistance for the preparation of the strategy of adaptation of biodiversity to climate change in Jordan lead by RSCN through engaging the three thematic research groups of Rio conventions in the stakeholders’ consultation process.

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

Already in its early stages, the project commissioned Balqa University to conduct a consultancy assignment on the “Virtual Platform” that is intended to put in place the necessary structures, procedures, and tools to collect, assemble, analyze and manage dissemination of information to support the connectivity between research and policy making for the management of the implementation process of Rio Conventions in Jordan as well as to provide this information to various stakeholders in a timely and comprehensive way. This is a major milestone within this output, with a more detailed description in Box 2. The consultancy report was based on a questionnaire addressed to policy makers and scientists, and the project also was instrumental in making scientists and policy makers comprehensively responding to this questionnaire. It was actually the second phase of an ongoing contract with Balqa. (The first part of this study is illustrated in Outcome 2.)

Box 2:

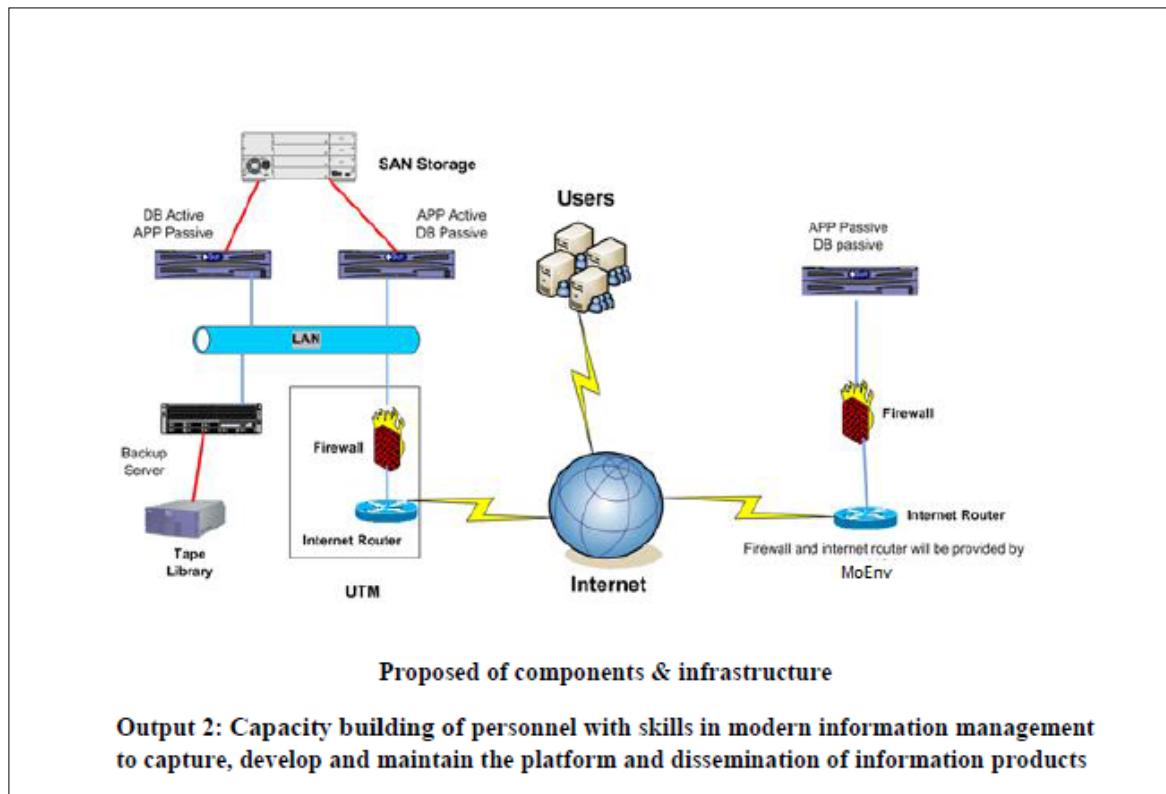
Milestone 1: Study on Design and Program the Virtual Platform for Rio Conventions-related Information Collection, Processing, Analysis and Dissemination” to conclude the third output of the said study entitled “Provide Recommendation on the Design Structure of the Virtual Platform for Information Collection, Processing, Analysis and Dissemination

The study informed how to put in place the necessary structures, procedures, and tools to collect, assemble, analyze and manage dissemination of information to support the connectivity between the research and policy making for the management of the implementation process of the obligations and provisions of Rio Conventions in Jordan and how to provide information to various stakeholders in a timely and comprehensive way.

Also, already from its earlier stages, the project collected data and other information to be fed into the virtual platform. During the time of the evaluation, the project has produced one static CD containing information for the virtual platform as well as a dynamic CD, which could regularly be updated by all users through the virtual platform. Also the virtual platform was established and the data was under uploading (www.jeis.gov.jo)

Milestone 2 of the project was putting into practice what has been suggested in the Balqa Report as illustrated in Box 3.

Box 3: Milestone 2: Installing the hardware of the Virtual Platform at the IT center of the Ministry of Environment and Providing IT Trainings



The infrastructure for the virtual platform was designed within the BAU consultancy report as mentioned above.

During the evaluation visit, the hardware of the virtual platform, based on Oracle 2, had been imported from the US and was being installed during the evaluation phase. The IT officer in the MoEnv will be in charge of maintaining and updating the virtual platform. The capacity of the IT department staff at the MoEnv has been raised through a 6-months technical training. The virtual platform has been envisioned to be designed as the core block in the blueprint for a national Environmental Information System for Jordan, JEIS. This vision of the CB-2 Project is aiming at integrating all scattered, existing and to-be-established, environmental databases starting with Rio Conventions-related information and later on any environment-related information. Publicly it will be accessible through internet, for internal projects an intranet-structure will be provided.

The Platform is hosted by the MoEnv and appreciated very much by most stakeholders. Particularly the Ministry of Agriculture showed a high interest to get access to such a platform.

4.3.2.1. Evaluation Result for Output 1:

The indicators for Outcome 1 are:

Indicator: National Environmental Action Plan has been prepared with direct participation of and contribution by Research Institutes;

Evaluation Comment: The achievements of Outcome 1 indicate sufficiently, that this indicator was met, although the project is operating in an institutional environment that is anything else than enabling due to the continuous institutional changes which have taken place during the previous 2 years. The project is moreover considered as a stabilizing element within the Ministry. Nevertheless did the Ministry not seem to be particularly committed to revise their mandates or even their legislation and actually nothing has changed within the hard law. It could, however, not confirmed, that all research institutions or research group members had a very high interest to be involved into

these activities.

Rating: Highly satisfactory to satisfactory

- ***Formal mechanisms for cooperation between research institutions and ministries engaged in policy formulation are established***

The project has successfully established and formalized mechanisms of cooperation between research institutions and ministries through the committees it has institutionalized. Although there are still some problems in operation and collaboration and particular of continuous participation, the project has fulfilled this indicator. Moreover the project identified other collaboration mechanisms in its study “formal mechanisms to streamline the roles and responsibilities

Rating: Highly Satisfactory

- ***Reactivation of national committees related to the three Rio Conventions***

Formally the project has over-fulfilled this indicator, because it has not only successfully revitalized the hibernating committees of the UNFCCC and the UNCCD, but even established a new National Committee on Biodiversity. Though still the work of the National Committees still seems to face a lack of motivation and continuity, the merit of the latter one is over-compensating these minor shortcomings.

Rating: Highly satisfactory and more

Overall Rating for Outcome 1: Satisfactory to Highly Satisfactory

Output 1.1 contributed to about 20% , Output 1.2 about 40%, Output 1.3 to about 30 % to the fulfillment of Output 1.

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

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

The Project has developed research priorities, guidelines, procedures, and tools to support implementing Rio Conventions in Jordan based on analyzing all texts of the three Rio Conventions and related protocols, national environmental policies, strategies, plans and policy-oriented research initiatives in Jordan and then listed research priorities versus Jordan's obligations to Rio Conventions article per article. This resulted in identifying the needed policy oriented research priorities. The Project is now distributing the results to the research institutions to work on to meet policy needs. The task focused on identifying the stakeholder's roles and responsibilities, reviewed Jordan's obligation's to comply with Rio Conventions and related protocols, reviewed Rio Conventions related national policies and strategies in Jordan, studied the current and proposed research initiatives related to Rio Conventions and related protocols, identified and prioritized research needs, developed research guidelines, procedures and tools, identified the gaps between the ongoing research and the policy-oriented research needs for implementing Rio Conventions and finally identified potential funding sources to promote and conduct policy-oriented Research.

These Guidelines and Procedures for policy relevant research were mainly obtained from two consultancy reports, which were contracted by the project.

Milestone 1: A Study on Potential Institutional Mechanism for Future Collaboration between Policy and Research Institutions in Relation to Rio Conventions (UNFCCC, CBD and UNCCD)

The first report was conducted by Balqa Applied University, titled “A Study on Potential Institutional Mechanism for Future Collaboration between Policy and Research Institutions in Relation to Rio Conventions (UNFCCC, CBD and UNCCD)” with its first phase in March-July, 2011

The first phase of the study served all outputs of the CB-2 project through a clear definition of “research” and “policy” and the provision of tools and instruments how to link them. These instruments have also effectively guided the implementation procedure of the project.

<p><u>Project Activities: Consultancy Report</u> A STUDY ON POTENTIAL INSTITUTIONAL MECHANISMS FOR FUTURE COLLABORATION BETWEEN POLICY AND RESEARCH INSTITUTIONS IN RELATION TO RIO CONVENTIONS <ul style="list-style-type: none"> (UNFCCC, CBD, UNCCD) IN JORDAN </p>	<p><u>Partners</u></p> <ul style="list-style-type: none"> Balqa Applied University INTERNATIONAL RESEARCH CENTER FOR WATER, ENVIRONMENT, AND ENERGY (IRCWEE)
<p><u>Main Highlights</u></p> <ul style="list-style-type: none"> Reviews relevance of GE-Conventions for Jordan Reviews stage of GE-Convention implementation within Jordan Identifies tools and instrument to link research with policies Identifies necessary inputs for virtual data base Suggests technical implementation of virtual data basis Finally takes over the technical implementation of Data basis itself Identifies potential funding sources 	<p><u>Impacts</u></p> <ul style="list-style-type: none"> Preparation of research Maps on Rio Conventions Identifies Researchers and Research Topics related to GEs, links them with policy level Virtual Platform Being implemented
<p><u>Observations</u></p> <ul style="list-style-type: none"> Report provides very valuable information to stakeholders Findings and Recommendations are very wide-reaching and can guide the project, and the collaboration between researchers and policy makers also in future. Comparably short coverage on findings on establishing linkages between research and policy, but very relevant for future implementation 	<p><u>Recommendations</u></p> <ul style="list-style-type: none"> Continue to use and intensify the various instruments and procedures to link research and policy as suggested by BAU in future

Besides instruments suggested by BAU, which are already implemented by the CB-2 project such as the establishment of research groups which collaborate with national committees and a website, as well as the adoption of a dissemination policy, the following structures should either be introduced, or where existing, be intensified, such as:

- Adoption of policy-oriented research through joint formulation of research topics in consultation with the line ministries but independent selection and formulation of the design and the conclusions of the research. It is recommended in particular to focus in the beginning of one up to three topics, so that the groups have a common target, which stimulates and motivates their collaboration.
- Modelling the experience of other national committees, e.g. IHP at MWI and National Commission for Education, Culture and Science (UNESCO national committee).
- Definition of a mechanism to publish research that is relevant to the Rio Conventions.
- Establishment of an —incentive system for researchers to encourage them to contribute to the research activities on issues relevant to Rio Conventions. This must not necessarily be a financial incentive system, though could be for instance by raising a common fund for policy makers and researchers, but could also be a common target on certain commitments.

- Establishment of a communication strategy for dissemination and knowledge sharing strategies from the earliest stages of research project planning that allows researchers to highlight policy makers on the usefulness of their research findings. This can also be used to build bridges in language and concerns between policy makers and scientist.

Due to its comprehensiveness, the study is also linked to Outputs 1.1. and 1.2.

Second Milestone: Consultancy Report: “Developing Policy-Oriented Research Guidelines, Procedures and Tools to Support Implementing Rio Conventions in Jordan”.

The project contracted the Company “Science Triangle”, to conduct a Study on the topic “Developing Policy-Oriented Research Guideline Procedures and Tools to support Implementing Rio Conventions in Jordan. The study was conducted by two international consultants from Florida University and four National Consultants from Universities and other Research Organizations of high reputation. The study was instrumental in reviewing Jordan’s obligations in complying with Rio-Conventions and related Protocols, reviewing of existing policies and strategies related to the GE-conventions as well as identification of stakeholders who could play a future role in the project.

The particular merit of this study lies in the establishment of a comprehensive data base on existing research tools which can be applied to address the topics of the convention, as well as identifying means and instruments how to link research with policies. These have mainly guided the implementation .

Project Activities: Consultancy Report on DEVELOPING POLICY-ORIENTED RESEARCH GUIDELINES, PROCEDURES, AND TOOLS TO SUPPORT IMPLEMENTING RIO CONVENTIONS IN JORDAN”	Implementing Partner: Science Triangle
Main Highlights <ul style="list-style-type: none"> • Policy-Oriented Research Guidelines • Overview of the Major Obligations/Provisions and Thematic Areas for Implementing the Rio Conventions and the Related Protocols • Mapping of ongoing research activities in regard to conventions • Identification of possible research tools, procedures and guidelines in relation to GE-Conventions • Gap analysis between existing research and policy demands • Development of Environmental Policy-Oriented Research Fund Framework • Recommendations of instruments and problems on linkages between policy and research • Comprehensive Identification of Funding Opportunities and Research Tools • Development of Guidelines and Procedures to mainstream Gender issues into policy-relevant Research • Highlighting the need for integrating socio-economic research into GE-policies and research 	Impacts <ul style="list-style-type: none"> • Major impact through enhancing knowledge base • Impact still rather theoretical than instrumental
Observations <ul style="list-style-type: none"> • Report comprehensive and of excellent quality • It would, however, have been benefited through higher specification on Jordan conditions • Report has wide-reaching consequences for future work on GE-related issues far beyond the termination of the project • The report results can be used as a future work plan for the established committees and other relevant institutions 	Recommendations <ul style="list-style-type: none"> • Disseminate report and use it as a knowledge base • Try also to implement frameworks and other suggestions highlighted in the report in future • Specify available funds and required research tools better for the conditions in Jordan • Include new opportunities

	<p>for policy research funds into the report</p> <ul style="list-style-type: none"> • Use report as inspiration for future work • Make the report interactive, so that new information can be added.
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The consultancy report is based on hard work that has evaluated all available documents provided by each of the three environmental conventions and delivers a very comprehensive knowledge base in regard to the contents of the conventions and the development of environmental policy-oriented research funds, which was appreciated by everyone who had participated in the related workshops during the consultancy or read the reports. The wide range of opportunities to act in the policy and research field as well as the high varieties of funding opportunities, without further specification, how applicants from Jordan could specifically benefit from them, might, however, also confuse potential users of this report. It is therefore recommended, to highlight better within the jungles of research fund organizations how to better specify the accessibility of these funds in a way that is relevant for Jordanian Institutions rather than only presenting just the homepage of the funding organizations. Fund-raising might also be a proper topic to motivate researchers etc..

Output 2.2: The Three Rio Conventions local policies reviewed /and developed based on policy oriented research

- Policy Revisions

During the project board meeting that was held on the 31st of March 2011, it was agreed that the indicator “Two policies are reviewed based on direct contribution” will be applied for Biodiversity and Combating Desertification. Currently the MoEnv is therefore amending the 2006 Environmental Protection Law to revise its policy laws in regard to desertification and biodiversity from 2012 onwards. This process is ongoing.

- Sectoral Strategies and Policy Development

The Project assisted stakeholder institutions in updating their sectoral strategies and developing new policies through involving researchers in the process. The Project in June 2012 involved the members of the three thematic research groups (biodiversity, combating desertification and climate change in developing the “Adaptation of Biodiversity to Climate Change Strategy” lead by the Royal Society for Conservation of Nature (RSCN). The researchers effectively contributed to all aspects of the strategy planning and design as well as commented on preliminary situation analyses studies and workplan. Moreover, The Ministry of Health in collaboration with a number of ministries and government institutions and civil, private, and the World Health Organization is preparing a draft national strategy for health adaptation to climate change and its impacts on health in order to ease the burden of climate change on human health. The Ministry of Environment is in the process for updating the Biodiversity National Strategy and Action Plan BSAP originally prepared in 2003 and the Combating Desertification Strategy 2006. The Ministry of Agriculture is in the process of updating its strategy, and confirmed that inputs by the project were instrumental in developing their sustainable pastoralism strategy.

- Drafting of a National Climate Policy as a Major Milestone of Jordanian GE Policy Development

The most significant milestone in project achievements is without any doubt the drafting of a national climate change policy. Though the country has submitted two national communications to the UNFCCC and third one is currently drafted, there is yet not a climate change policy in place. The need for a climate change policy was mainly driven by the CB-2 Project's manager and later adapted by the national committee on climate change and later on the research groups, who highlighted the importance of addressing climate change through a national policy on the basis of their research results and following initiatives by the National committee for Climate Change.

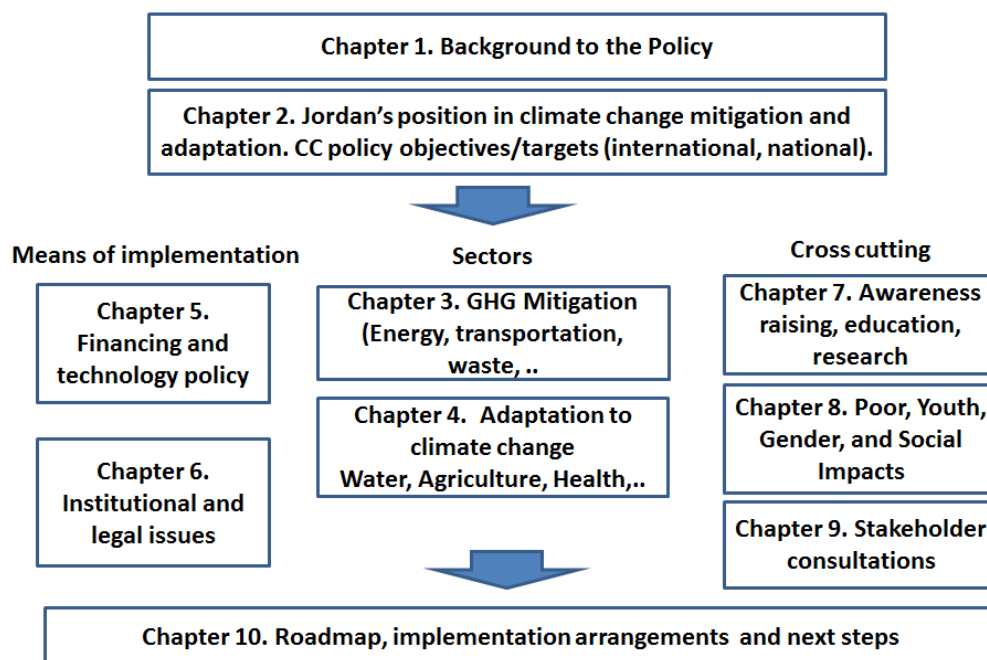
Within various stakeholder meetings conducted by the project it was decided that the Policy will formally have the status of a consultant's report, which is currently contracted and conducted jointly by an international and a national consultant and should preferably be approved by the Jordan Government before the final presentation. The Policy will furthermore be approved by the UNFCCC as the final stage of the assignment. Afterwards the Ministry of Environment will endorse the Policy and submit for endorsement to the Government. Government endorsement of the Policy is not in the scope of work of the consultancy nor a requirement for approval of any of the deliverables.

The climate change policy involves the identification adaptation and mitigation options based on existing sector strategies, though priorities are given to adaptation. Any gaps in relation to climate change perspective will be identified and guidance given for future sector strategies. Stakeholders emphasized the need to view the CC Policy as a National document and not just a sector document, where CC is mainstreamed as a cross-cutting issues related to all economic and social sectors.

The pronounced role of science will be in the formulation of the National position on the climate change science and uncertainty : The Policy should express Jordan's very general position on the physical science behind climate change phenomenon with explicit recognition of existing degree of uncertainty in the science underlying it. This will be included as a policy statement in the Policy, for example: "Jordan accepts the findings of the IPCC and other reputable climate science as a basis of the National CC Policy".

- Fig. 3: Draft Outline Climate of the Climate Change Policy Document

Draft outline Climate Change Policy Total 30 pages



The Project has just finished developing the ToR for this important assignment, which is new in the environmental policy history of Jordan. The researchers will be effectively involved in the policy making and enacting process (and most importantly into the implementation and monitoring of the policy implementation process toward continuous up-dating. The CB-2 Project has already selected the two consultants for the study and conducted the inception work shop as well as an intensive sectoral focus group meeting in November 2012, involving all relevant national stakeholders including the private sector in the consultation process for the development of the policy.

- **Ratification of the Nagoya Protocol as a Second Milestone of the Project in this Outcome**

The Ratification of the Nagoya Protocol on equitable access and benefit sharing of genetic resources was the result of the work of the National Committee, who successfully advocated the MoEnv to ratify the Nagoya Protocol as a necessary and logical further step after signing the Cartagena Protocol. Particularly CSOs and research organizations dealing with ex-situ and in-situ conservation are waiting that the protocol will be reflected within the national legislation so that they will have guidelines how to deal with transport, export and import and benefit of genetic resources in future.

Achievements in Output 2.3: Funding mechanisms to promote policy oriented research developed

An in-depth analysis of the present financial flows for research under Rio Conventions was performed as part of this output as well and covered both internal and external funding sources and opportunities in addition to discussing some of innovative sources such as CDM and Dept Swap programs within the Consultancy Assignments contracted by the project, which provided an extensive list of internationally accessible funds.

Within the Country itself, funds are theoretically available by the HCST, who officially receives funds from the National Budget, however, was funded in the last 2 years only by the European Union. Particularly for Research there is the Scientific Research Support Fund, based in the Ministry of Higher Education.

The Project has therefore advanced the idea to establish a Rio Conventions Policy-Oriented Research Fund through a new project. The long-term goal of the new project is to develop a sustainable fund aims at supporting environmental policy-oriented research in the Hashemite kingdom of Jordan to support the policy and legal frameworks in the country to strengthen compliance with national obligations (policies) and global environment conventions. The project objective is to raise awareness of significance of policy-oriented research and institutionalize fundraising and national monetary support for environmental policy research under one fund.

The CB-2 Project even developed a structure for a possible mechanism to access and distribute research funds, which is illustrated in Fig. 4.

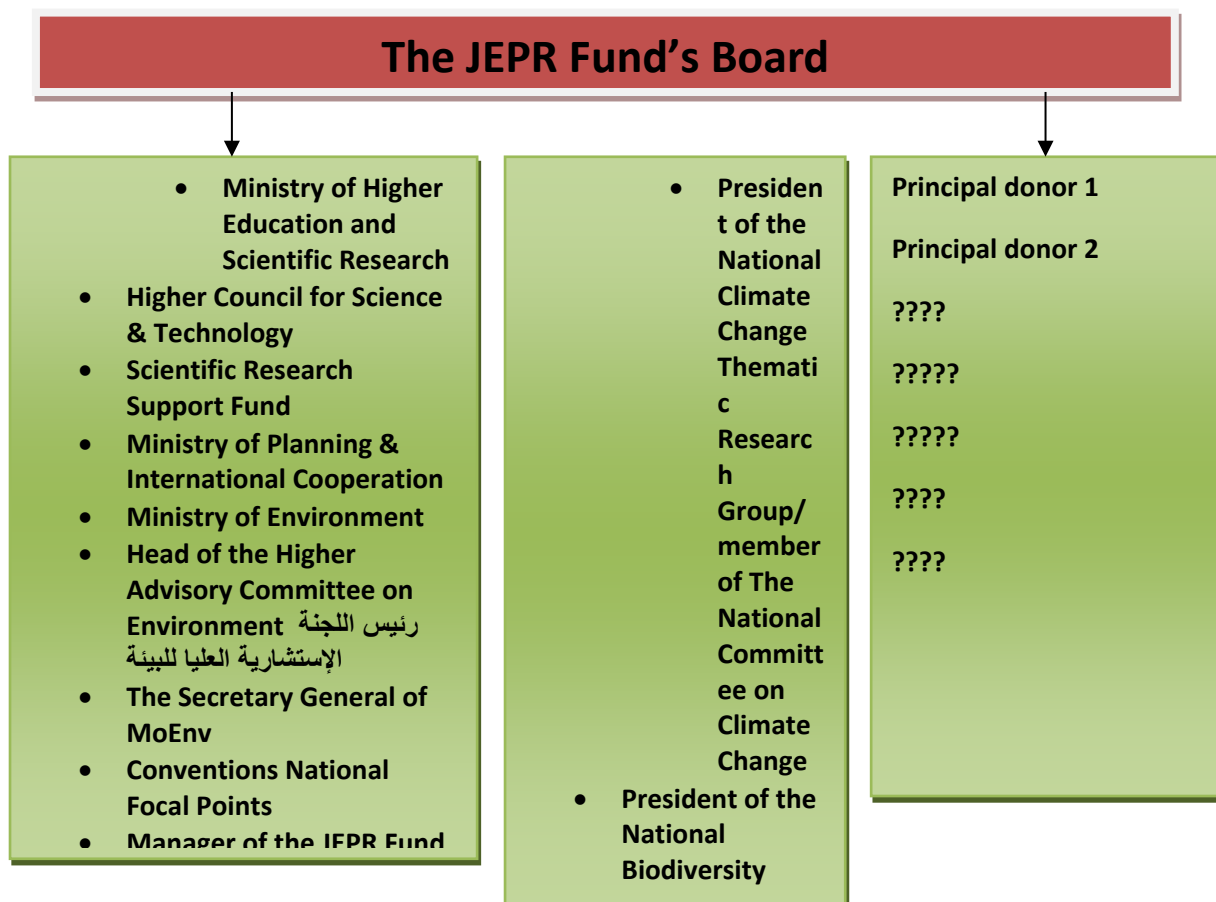


Fig. 4: Structure of GE-related Research Fund as suggested by the CB-2 Project.

Another Achievement within this Output is the “2by3 Synergy Committee”. A Joint Meeting for the three National Committees of Rio Conventions in Jordan to Develop Action Plans, Identify Training Needs and Brainstorm Synergy Ideas” was held at Al Hussein Youth City (7th of April 2011). The “*2by3 Synergy Committee*” was one of the outcomes of that meetings. 2by3 corresponds for two members- a researcher and a policy maker- elected from each of the three Rio National Committees in Jordan who will come together to formulate a draft proposal for a synergy research study linking the themes of the three conventions

(climate change, biodiversity, and combating desertification) where such proposal would be submitted to targeted Rio themes -related research sponsors who give specially those agencies that favor synergy research subjects. The committee held its first meeting on the 5th of May 2011 and a title of the research proposal was agreed on in another later meeting. However, the committee stopped meeting later on due to, we believe, lack of interest and self initiative. The CB-2 will try before conclusion of the project in late February 2013 to re-energize the committee specially after discovering that the International Climate I Therefore, the part of the indicator which is related to a new establishment of a funding mechanism that is in use by at least one stakeholder is not fulfilled, the part which is related to using funds for policy oriented research is fulfilled by several stakeholders.

The project has also added the three Rio Conventions themes (biodiversity, desertification and climate change) themes to the National Research Priorities Project of Ministry of Higher Education and Scientific Research (MoHESR) for the period 2010-2020 from April-August 2010. All interviewees confirmed that the project staff has put its utmost efforts into improving the funding landscape for GE-relevant policy research. Nevertheless, it could not be fully confirmed that this had an impact on available research funds on GE-policies, at least not in regard to funds coming from external sources. Deanships of Research partly used their own budget fully to fund GE-related projects. The HCST only follows the the National Priorities, Water, Energy, Food, Health. Other interviewees confirmed, that indeed the CB-2 had advocated the HCST to mainstream GE- issues into the National Funding Policies, but no GE- proposal was ever approved by HCST, although some proposals had been submitted to HCST. Indeed, the HCST Research Priority Plan 2011 – 2020 considers only very few topics related to GE-Conventions as relevant research topics, particularly in the area of agriculture, while other topics especially on sustainable land management and climate change adaptation are listed as less prioritized research topics.

4.3.1.2. Evaluation Results for Outcome 2:

Indicators for Outcome 2:

- *The national research priorities, including GE issues, are established on yearly basis.*

Evaluation Comments: The CB-2 Project developed the national research priorities of the three topics of Rio Conventions, but not for a certain period of validity. However, it was indicated in the recommendations of the Project that such exercise should be done on a regular basis that is in line with the validity periods of the national Rio-related policies and strategies. For example it was recommended that the climate change research priorities last from 2013-2020, which is the validity period for the Climate Change Policy for Jordan, etc.. In this way the indicator was fulfilled. This procedure by the project is also more reasonable than than an annual formulation of new research priorities regarding the fact that both research and policy making would require a certain degree of continuity. Moreover the indicator itself is not powerful enough to capture also the the high diversity of tools, procedures and knowledge bases the project has provided within Output 2.1, which would be another asset if it would have been captured by an appropriate indicator.

Rating: Highly Satisfactory

- *Funding Mechanisms for policy oriented research related to GE Conventions established and at least one institution uses that mechanism*
-

Evaluation Comments: Funding Mechanisms have been identified in the consultancy reports, but not yet established. Therefore, no institution is currently using this Funding mechanism. The project cannot necessarily be held responsible for this situation, since it has embarked on developing such mechanism, the **Rio Conventions Policy-Oriented Research Fund**, as mentioned above, however, national research funding bodies (such as *Scientific Research Support Fund*, which is a member in the Projects Advisory Committee, PAC) strongly rejected the idea advanced by the project to establish such specialized mechanism. Also during the evaluation it could be confirmed that any ideas for particular GE-funds under the auspices of the project were not favoured by other funding agencies.

Target Value: At least two funding mechanism for Three Rio Conventions are identified and at least one institution adopts the mechanism

Reached to about 70%

Evaluation Comment: The project only fulfilled its Target Value about 70%. While there are extensive lists of websites of funding organizations in the consultancy reports, a proper identification should also include a certain likelihood that such a fund could be acquired.

Rating: Satisfactory

- *Indicator: Policy frameworks revised based on direct contributions from the research institutes (at least two)*

The project has achieved many highlights in this regard which more than compensate for shortcomings in the other outputs.

Rating: Highly satisfactory

Overall Rating for Outcome 2: Satisfactory to Highly Satisfactory

Output 2.1. contributed to about 30%, Output 2.2. to about 55%, Output 2.3 to about 5% to Outcome 2.

Remark: If indicators would have been formulated in a different way, this Outcome would have been probably rated as the most satisfactory one of all.

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

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

•The Project strengthened the policy-making capacity of its stakeholders and targeted groups through holding intensive two-day training on "Understanding the Science of Environmental Governance and Building Capacity of Skills of Development of Environmental Policies and Strategies Related to Implementation of Rio Conventions in Jordan and Integration of Conventions' Provisions into National Development Planning". The three national committees and the three research groups attended the training. The training was very successful and the stakeholders concluded that the need for national overarching policies for climate change, biodiversity and combating desertification is high. The Project in response held a meeting (15th March 2012) with the National Committee on Climate Change to discuss the need and vote for developing of a national policy on climate change for Jordan for the first time.

The project has further provided trainings for both the research groups as well as the national committees to highlight the major contents of the GE Conventions in their respect to policies and research. These trainings were based on five modules produced by Batir Wardam, "Understanding the Science of Environmental Governance and Building Capacity of Skills of Development of Environmental Policies and Strategies related to Implementation of Rio Conventions in Jordan to Integrate Provisions of Rio Conventions in Development Planning"

<p><u>Major Project: Establishment of Training Modules</u></p> <ul style="list-style-type: none"> 	<p><u>Partners</u></p> <ul style="list-style-type: none"> MoEnv
<p><u>Main Highlights</u></p> <ul style="list-style-type: none"> Methods of Policy Analysis and Strategic Planning Module 2: Emerging Policy Issues in the Rio Conventions, highlighting UNCCD 10-years strategy plan, Bali-Action Plan for the UNFCCC, Copenhagen Accord 2009, Cancun Agreement 2010, Durban Platform 2011, NAMAs, CBD strategic plans, Nagoya Protocol on Equitable Access and Benefit Sharing, Outcome of Rio+20 and potentials for a Green Economy Short History of National Environmental Policies of Jordan Conceptual Frameworks and the Development of Policies The Involvement of Civil Society and Bottom-Up Approaches 	<p><u>Impacts</u></p> <ul style="list-style-type: none"> Participation by all members of Research Groups and National Committees Valuable impact on knowledge base existent in the country Contributed to better understanding of researchers about possible policy relevant research topics. Contributed to improved involvement of CSO into the project
<p><u>Observations</u></p> <ul style="list-style-type: none"> The modules were very relevant, comprehensive and of high quality Stakeholders partly confirmed that they gained a lot of knowledge from these trainings Other stakeholders were not aware about these trainings or could not remember what they learned there 	<p><u>Recommendations</u></p> <ul style="list-style-type: none"> These trainings could be repeated with other stakeholders which link up with the project Modules could also be used in the curricula of Universities to establish GE-relevant environmental courses

The Results of the consultancy reports by BAU and Science triangle as illustrated for Outcome 2 have moreover also highly contributed to capacity building under this Output.

Furthermore, desertification projects were visited on the ground by the National Committee on Combating Desertification for knowledge exchange

The project obviously did have achievements in stimulating GE policy relevant research. Even under the rather discouraging research conditions at many Universities, the number of theses on GE – relevant topics has significantly increased. At one of the Universities visited, the GE-relevant research theses covered about 20% of all theses supervised (soil hydrology and water quality), in another one all theses were related to these issues (climate and energy), while a third one had always covered GE topics like the impact of CC on faunal biodiversity through his research, which made him also putting pressure to have an adequate CC policy in Jordan. A fourth one had done important studies in the palaeo-climate of Jordan as well as phosphate occurrences, for which he saw the project as a very welcome platform.

However, it was not possible to clearly distinguish the influence of the project on research topics and number of thesis from other influences. Nevertheless, most researchers confirmed the catalytic effects of the project in this respect.

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

All workshops and documents provided by the project increased awareness of all stakeholders, who appreciated the gain of knowledge and information they gained on various GE-related issues.

The Project brought the hottest environmental issues including themes of Rio Conventions to the table for national discussion at the 6th Jordanian Environmental Conference.

The project has also been novel in highlighting, that environmental degradation has negative links to socio-economic conditions within the country, and that therefore socio-economic institutions, such as the Ministry of Social Development are important partners in linking socio-economic with biophysical expertise and policies, which most stakeholders had not been aware about before.

The project also invited several representatives of Media to its meetings. The national committee for biodiversity was declared nationally and was for instance promoted through a media conference and a date for celebrating the World Biodiversity Day was announced.

The project itself has also established an interactive e-newsletter, where also scientists and policy makers could inform about their latest findings and activities. The newsletters have a beautiful design and have been published by now two times.

4.3.2.3. Evaluation Results of Outcome 3

- ***Indicator: Number of student thesis oriented towards global environmental issues has increased***
- The baseline for this indicators are 8 research activities. The project measured this indicator three times. At June 30 2009 the research projects related to Rio Conventions that were conducted nationally totaled 23 research projects. However, the number of research projects counted during this reporting period increased by 19 directly related to Rio Conventions and 16

more related to other overlapping topics. In 2012, about 50 research activities were related to GE conventions.

- During the final evaluation only few professors were interviewed, who confirmed that an increasing number of research theses has been written now on GE-related issues. Therefore, this indicator has been fully met, and shows an increasing awareness of global environmental issues within the research landscape. However, it also has to be mentioned that scientists cannot decide freely on the research topics they pursue, which to a certain degree reduces the validity of this indicator.

It also has to be mentioned, that the indicator used here does not capture the capacity building activities of the project in full.

Rating: Highly satisfactory

- *Indicator: Number of articles in national newspapers covering global environmental issues has increased*

Overall Rating for Outcome 3: Satisfactory to Highly Satisfactory

Output 3.1 contributed to about 60%, Output 2 about 35 % to the fulfillment of Outcome 3

4.4. Overall Achievements of the Long-term goal: Developing the policy and legal frameworks in Jordan to strengthen compliance with GE conventions through optimizing the involvement of all concerned institutions.

In the following the contribution of the CB-2 project to the Long-term Goal of Developing the policy and legal frameworks in Jordan to strengthen compliance with GE conventions through optimizing the involvement of all concerned institutions is analysed.

The overall project objective is, to

“Develop policy-relevant capacities for the implementation of the global environmental conventions by enhancing connectivity between the research and policy making for global environmental management”

Indicators: Direct participation and contribution by Research Institutions to the national environmental strategy.

This indicator has been fully met through Outcomes 1 and 2. However, researchers also mentioned that they frequently were not fully involved or not acknowledged (compare more on this topic Chapter 5.)

Rating: Fully Satisfactory to Satisfactory

- *Indicator: The expenditure on research, related to global environmental conventions has increased.*

As already indicated for Outcome 2, Output 2.3., this indicator is not powerful enough to capture the progress made by the project, because increases in expenditures are in general the last outcome which

can be achieved, after a lot of progress has been made in other fields, which are not related to finances. Secondly, Jordanian researchers are not free to raise or use research funds for the topics they promote as freely as in some other countries. Therefore, the same has to be said here as for Output 2.2, that no additional external funds have been devoted to GE-research, but more internal funds. A comparison with the baseline was not possible, since there were not enough available data on current expenditures on research topics, but the statement that no additional external funds were raised should be sufficient to the University of Jordan in Nov 2011 to create a new Masters Degree Program on Environmental Engineering and climate change, which will include new disciplines to study climate change and will increase the number of master thesis on climate change, . The CB-2 Project involved the members of the three thematic research groups in filling questionnaires about the rationale of the Program and needs of relevant national entities. This move created very constructive discussions about the need for such Program and changes needed to distinguish it from former graduate programs. evaluate this indicator. A positive incident was that recently new funds have been allocated of about 1 million Euro to

Rating: Satisfactory

▪ **Indicator: Capacity development monitoring scorecard rating**

According to established UN/GEF procedures, the project has used a capacity development (CD) monitoring and evaluation scorecard to monitor the project capacity development progress during the inception report and now. This score-card monitors the relevant eight capacity development indicators for this project, which are of direct relevance to the development of policy-relevant capacities for the implementation of the global environmental conventions, by enhancing connectivity between the research and policy making for global environmental management in Jordan (see table below). This scorecard has also been used for the final evaluation.

Capacity Result / Indicator	Contribution to which Outcome	Score
CR 1: Capacities for engagement		
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	1	3
Indicator 2 – Existence of operational co-management mechanisms	1	1
Indicator 3 – Existence of cooperation with stakeholder groups		
CR 2: Capacities to generate, access and use information and knowledge		
Indicator 4 – Degree of environmental awareness of stakeholders	3	3
Indicator 5 – Access and sharing of environmental information by stakeholders		

Capacity Result / Indicator	Contribution to which Outcome	Score
Indicator 6 – Existence of environmental education programmes		
Indicator 7 – Extend of the linkage between environmental research/science and policy development	1, 2	2
		2
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making		
CR 3: Capacities for strategy, policy and legislation development		
Indicator 9 – Extend of the environmental planning and strategy development process	2	2
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	2	2
Indicator 11 – Adequacy of the environmental information available for decision-making	1	3
CR 4: Capacities for management and implementation		
Indicator 12 – Existence and mobilization of resources		
Indicator 13 – Availability of required technical skills and technology transfer	3	2
CR 5: Capacities to monitor and evaluate		
Indicator 14 – Adequacy of the project/programme monitoring process		
Indicator 15 – Adequacy of the project/programme evaluation process		

Based on the review of the project strategy and the documents provided by the project as well as the interviews during the country visit, the total score for the present capacity results (*see Annex 4 for details of the scorecard*) shows a total score of 18 out of 24, compared to 6 out of score in the beginning of the project, which is indicative for the continuous success of the progress in all areas and also meets the target scores in every area.

In details the results are

- Capacities for engagement: 4 of 6
- Capacities to generate, access and use information and knowledge: 5 of 6
- Capacities for policy and legislation development: 7 of 9
- Capacities for management and implementation: 2 of 3
- Capacities to monitor and evaluate: na

The target of each capacity result is as follows and coincide in every point the scores of the project:

- Capacities for engagement: 4 of 6
- Capacities to generate, access and use information and knowledge: 5 of 6
- Capacities for policy and legislation development: 7 of 9
- Capacities for management and implementation: 2 of 3
- Capacities to monitor and evaluate: na

The project has therefore met its targets in all CR areas.

Rating: Highly Satisfactory

4.4. Achievement of Targets and Overall Rating for meeting Outcomes, Outputs and Overall Targets:

- All Targets have been met to about 100% except the target for “Funding Mechanisms for policy oriented research related to GE Conventions established and at least one institution uses that mechanism”
-

Overall Rating of the Project: Highly Satisfactory to Satisfactory

5. Evaluation of Performance Criteria

5.1 Effectiveness

5.1.1. Project Organization and Structure

The structure of the project matches the requirements that have been defined for effective science-policy linkages by most recent science on these findings. Which recommends that a boundary organization has to be formed to stature and distinguish scientific knowledge forms from other knowledge form and manages the communication between the different sources. It can be confirmed, that the project has effectively set up such a boundary organization.

An effective boundary organization is characterized by the following features:

- a) Actors from both science and policy domains can participate
- b) There are lines of accountability to each domain
- c) Two-way communication is promoted, so that both domains can understand and shape each other.
- d) There is an institutionalized space in which long-term relationships and institutions can evolve.
- e) Scientific knowledge is co-produced and translated, through negotiation and contestation, into a form that policy makers can understand. Feedback to the science domain enhances its appreciation of stakeholders needs and perceptions.
- f) Co-production of knowledge promotes social order
- g) Boundary objects can be created, These can be e.g. reports and forecasts, that allow policy makers and scientists to reach a joint understanding of a topic. They are “adaptable” to different viewpoints and robust enough to maintain identity across them. So “one and the same object can obtain different meanings and functions for the different groups appropriating it.
- h) The salience, credibility and legitimacy of knowledge are optimized to maximize the potential for turning scientific knowledge into action. Knowledge is salient if relevant to the needs of stakeholders: Legitimate, if its production is fair and unbiased and respects the different, credible...
- i) Mediation is used to resolve conflicts between the two domains arising from trade-offs between salience, credibility and legitimacy in optimization. This maintains social order and ensures that neither domain is favoured.

It can be confirmed, that the structures the project provided, are capable to fulfill entirely the requirements a). to d) and g) and h). The project has furthermore laid the foundations for e). and f) which will need more time for full development. The project also fulfills the 9th criterion, although no major conflicts occurred. However, the project management has proven many times its potential to address constructively conflicting issues. Moreover the project management gives high attention to ensure highest transparency in all its processes. As such the project has shown that its structure and design meets all 9 effectiveness criteria which has been agreed upon internationally to measure the effectiveness of science-policy boundary organizations.

5.1.1. Project Management

All stakeholders interviewed during the evaluation visit confirmed that both project manager and project assistant have been highly effective, committed and tirelessly working to fulfill their formal assignments on management level, as they are highlighted in the chapter above.

5.1.2. Catalytic Effects

The project has significant catalytic effects in making environment and GE policies a topic that can no more be overlooked.

Stimulation of Research

Scientists confirmed that the work with the national committees and policy makers have effectively also stimulated their own work on certain topics. For instance, even without the respective legislation, they started now to conduct GHG inventories, projects for energy saving and the reduction of air pollution.

Awareness raising about Possible GE Legislation

Since the active start of the project, the national implementation of the GE in Jordan is obviously not yet better reflected in the legislation as before the start of the project. Nevertheless, the project created much higher demand and awareness of stakeholders in regard to the needs how to change national legislation. For instance, particularly research institutions on genetic resources demanded a legislation on the transport and exchange of genetic materials, Red Lists and taxonomic studies and the protection of natural resources like forests. Another institution mentioned its commitment to create advocacy group advised by lawyers on gaps where present legislation is not matching the CBD. CC research institutions demand legislation for inventories of GHGs and on energy consumption, which they already conduct themselves now on their own initiatives. The UNCCD related research community in particular demanded a policy switch towards better consideration of rural local communities in the environmental policies, a higher involvement of the Agricultural Ministry. Finally, socio-economic experts were advocating for better addressing environment as a precondition for better socio-economic well-being.

Linkage of Policy and Research

The task of linking policy and research is daunting and has been rarely successful anywhere in the world. Although the project management has successfully met its target to establish institutional linkages between research organizations and policy makers and this is being made an explicit topic in the new CC policy draft, these are currently not considered as resilient by all interviewees.

In general, University staff was less satisfied with the science-policy linkages provided by project than non-University based research organizations and Ministries, women were more satisfied than men.

University members interviewed during the evaluation were also were research group members. Their minor satisfaction resulted from the following reasons:

- The linkage with policy makers is only on a casual basis, when researchers are needed, and therefore not on a continuous basis for them
- They do the donkey work while policy makers and national committees feel as the elite
- University regulations for research are not uniform throughout the country and moreover not encouraging at all
- Science and Research do not translate into financial returns such as in other countries
- The Footprint of scientific work and the research groups is not adequately reflected in the policy making process, bc

- Ministry staff would see any suggestions made by scientists as an additional burden
- The high turnover rate in the Ministry of Environment, particularly of the Minister himself does not allow continuous work
- The intended merging of the Ministry of Environment with the Ministry of Municipalities would further weaken the influence of the MoEnv and the consideration of environment as a precondition also to implement the National Goals of Water, Energy, Food and Health as well as overall general development
- The political weakness of policy makers, particularly of the MoEnv is seen as the greatest bottleneck for the project by the research groups.

Even during the recent meetings for drafting the National Climate Change Policy document, it was reported in the project documents that “Research and Academic representatives expressed their concern on the lack of collaboration between their sector and other institutions specially the Government entities.”

On the other hand policy makers and national committees rather appreciate the work of scientists because:

- Even if scientists consider themselves as doing the donkey work, it is a work that they, the policy makers, would not be able to conduct, and it is rather that scientists consider themselves as the elites.
- Scientists are very necessary to give inputs in the development of national strategies and policies, bc the information available to the Ministry is not sufficient to do their work effectively, since much staff is not a particular expert in the field
- The committees that the project established has shown a sustainability which the MoEnv does not have. It has helped therefore to stabilize environmental policy efforts, particularly on the middle-management level, which is not so much vulnerable to political changes.

Interestingly, women were more satisfied with the project than men. All women were either particular grateful for the additional knowledge and information they had received through the project. Female Researchers or NGO members also welcomed it as an opportunity for better political engagement, since the project provided them with closer linkages to the policy level, so that they considered their work as more effective in influencing policy makers.

- Bottom-up Approaches and Community Involvement

Community Involvement and Bottom-Up approaches are not common policy approaches in Jordan according to the information received in the interviews. Nevertheless, bottom-up-approaches are explicitly required in the UNCCD, and community involvement by the CBD and the UNFCCC. In this respect, the project has been pioneering by organizing workshops and meetings where also farmers' organizations and other grassroot groups participated. Also, the project manager himself proposed an emphatic policy training module to support the work of NGOs and Grass-Root groups through the project.

Dissemination of information and Knowledge Products and Their Impact on Stakeholders

The project has developed a policy for the dissemination of its knowledge products. This policy had become partly into effect during the last project phase, for instance all newsletter were disseminated,

and is to be accomplished at the end of the project. Half of the stakeholders interviewed had received the consultancy reports, and there is no much evidence why these important reports were not disseminated to all stakeholders already after they were finalized. Only the environmental ministries, one University and one NGO interviewed remembered that they had received the newsletters of the project, only one NGO has actively contributed to the newsletter and many stakeholders did not know that the newsletters exist. All stakeholders were informed about the virtual data platform, since all stakeholders of the Project (Project's Board, PAC, Implementing Partners, member of three Rio National Committees, and members of three Rio Thematic Research Groups) as well as other non-project national stakeholders including donor agencies had been invited to the inception workshop of the first consultancy study (Phase I) of BAU which was in charge of developing the static database of the virtual platform. Then, all stakeholders were invited to the inception workshop as well prototype system display workshop of phase II of the development process of the virtual platform where in the later a prototype format of the platform/JEIS was displayed to attendees and feedback was obtained from them. Nevertheless, most stakeholders were not informed about its current stage. ■

Moreover, it was also frequently stated that the interest in contributing to the project was not very high or declining.

The examples show, that the project is still in need of a better self-promotion or incentive structure, since finally all stakeholders of the project are participating on a voluntary basis. The lack of incentives is a problem, which is faced by most science-policy projects. The project could probably benefit from the introduction of a more client-oriented communication strategy, as already recommended in the BAU Consultancy report, furthermore from the introduction of certain incentives. This should preferably not be financial incentives in the first place, but for instance a better motivation through a common topic, or an improved access to international GE-related events, which the project could provide.

Effectiveness is a combination of performance and impact. Performance can be defined as the activities of the project team in regard to fulfilling their assignments as defined in the project documents. So far, the project has mainly taken over responsibility for good performance, but put a lower emphasis on the analysis and improvement of its impacts. It is therefore recommendable to get a more intensive and frequent feedback from stakeholders, how the project work is perceived, received, and further used, so that the adaptive and interactive learning process between the project and its stakeholders, and, among stakeholders, particularly between researchers and policy makers – can be continuously improved.

Rating of the Effectiveness of the Project: Highly satisfactory in its performance, satisfactory in its impacts. .

5.2. Coherence

The project itself is in coherence with respective Articles of the conventions to link research with policies in regard to the environmental conventions. In so far it is also coherent with the policies of the Government of Jordan, which has signed the conventions. Rather the policy of the Government of Jordan is not coherent in all its features with all features of the Conventions. The project is also in coherence with the UNDAF outcomes of UNDP, where environment is prioritized.

- *Project Activities*

Project activities within themselves show an astonishing coherence and systematic procedure, following a chronological order where one step builds up on the former step in a very consistent way, starting from mapping the existing scientific and policy infrastructure, building the institutional basis of linkages between scientists and researchers, to the analysis of knowledge gaps and the knowledge base and the final dissemination of information to scientists through a data base and to the general public through regular newsletters.

- *Research and Science*

Surprisingly, many of the interviewees were obviously of the opinion that Jordan is the only country in the world, where research and policy are not linked with each other. The contrary is the case, Jordan through this project is a world's pioneer by its attempt to bridge the gap between policy and science in a systematic way. In this regard, the low involvement of Jordan into international GE-related activities is a pity, bc it could share a lot of its experience with other international committees debating how to solve this problem.

Rating of the Coherence of Project Activities: Highly Satisfactory

5.3. Relevance

Relevance within international context: As the project is mentioned as an important cross-cutting issue between the Conventions by GEF and also within the conventions, it is highly relevant on International levels.

Relevance within national context:

All stakeholders uniformly confirmed that the project is very relevant for the country. Most stakeholders were furthermore highly satisfied about the existence and the performance of the project, taking into account also the difficulties under which it has to work. Many scientists as well as policy makers said that such as project has been under discussion already since 2002 and had been awaited for long, therefore was highly welcomed. All stakeholders, also the more critical ones, if they were given a voice would rather vote for a continuation or a new phase of the project rather than its termination.

Interestingly, stakeholders with mainly financial interests were less satisfied with the project and ranked it as less relevant than stakeholders who said that they are very interested in the knowledge gained within the project and the improved access to policy makers, as well as into giving to the country in protecting its environment, in combating poverty through environmental rehabilitation and to improve or maintain livelihoods through adaptation to climate change.

Rating of the Relevance of the Project: Highly Satisfactory

5.4. Risk and Sustainability

The project has assessed the risks which occurred in the project in a correct way. The suggested responses have been effective in mitigating most of the risks. For instance the problem of low interest of stakeholders could partly be confirmed, however, was also obviously compensated by other very committed stakeholders. Reduced interest could frequently be attributed to high and fast expectations

of achieving results. One of the interviewed persons called it: expecting the harvest before the seed has germinated. The Biodiversity National Committee addressed this problem by introducing a quorum, so that the Committee was also able to make decisions even if not everybody was present. Furthermore, it introduced a rule, that missing attendance of two successive meetings would lead to the exclusion of the respective person. Finally, the chairman also changed the profile of the committee, from a committee which urgently needs people towards a profile which is highly exclusive and allowing people to become members. This strengthened the interest.

A sustainability risk which could not be taken into account by the project during its start was the high turnover rate of Ministers and staff at the Ministries, and in particular not the merging of the MoEnv with the Ministry of Municipalities.

Rating of Considering Risk and Sustainability: Satisfactory

Table 4.: Matrix to assess Risks and Sustainability and possible Management Responses

Objective & Outcomes	Revised Risks	Management Responses
<p>Objective: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan</p> <p>Outcome 1: Sustainable and effective collaboration mechanisms established.</p> <p>Outcome 2: Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research</p> <p>Outcome 3: The capacity of the research institutions and policy-makers developed</p>	<ul style="list-style-type: none"> • Cash & In kind Co-financing might not be provided, as a result of change in priorities or impacts of financial crisis (Financial) 	<ul style="list-style-type: none"> • keep the dialogue with original funders for various funding options • Seek for other funding sources proactively
	<ul style="list-style-type: none"> • Suggested mechanisms for bridging gaps are hard to apply due to insufficient institutional arrangements envisaged originally in the project document (Organizational) 	<ul style="list-style-type: none"> • Engage research and policy-making community in regular consultation to come up with the feasible institutional mechanism for sustainable cooperation.
	<ul style="list-style-type: none"> • Proposed methodologies and approaches on applied and strategic research in support of policy planning and decision-making under the conventions may not be fully accepted and integrated into the current system (Strategic) 	<ul style="list-style-type: none"> • Building on existing national initiatives already engaged in the application of policies and laws through applied research, which will therefore ensure the continuity and building upon nationally tested and demonstrated good practices
	<ul style="list-style-type: none"> • Institutional Resistance to use research for policy making (Organizational) 	<ul style="list-style-type: none"> • Consultations with decision makers to introduce good practices that show added value of research underpinning policy formulation • Introduce policy oriented research methods

5.5. Efficiency

Efficiency was rated by project board members and other staff within in the Ministry of Environment and the Ministry of Planning, who are the only ones who are adequately informed in which way work plans were met, and resources are spent etc..

While already stated above, that efficiency was lacking under the first project manager, all Ministry officials confirmed that efficiency of the present project management was very high, that all work plans were met in time, that there were no irregularities in financial management at all, that there was a continuous commitment by the project management to fulfil its target.

Rating of Efficiency: Highly Satisfactory

5.6. Other Issues

5.6.1 Ownership

Within Conventions

Jordan participated at the first meeting of the United Nations Conference on Environment and Development (UNCED), held in Rio de Janeiro from 3 June to 14 June 1992, which was the event, where the foundations for the 3 global environmental conventions were laid. Jordan departed from this meeting with high enthusiasm and was also one of the first countries to ratify and sign the conventions. Insofar, Jordan had a certain ownership within these conventions from their beginning, however, has not continuously followed them up continuously through active participation at the COPs and the various committees of the Conventions.

On National Level

The project has reached many achievements in gaining and regaining the ownership of the Rio-Convention

- a) By improving the knowledge base in regard to the Rio-Conventions through the two Consultancy Reports
- b) By also linking the international implications of the Rio Conventions with the national ones
- c) By making sure that only national consultants were hired wherever possible
- d) By establishing the relevant committees
- e) By continuous communication with all stakeholders
- f) Through numerous meetings and workshops, where stakeholders had to deal actively with the contents of the Convention
- g) Through advocacy and awareness work

Within the MoEnv

The ownership of the project within the MoEnv was confirmed by the Ministry staff consulted during the evaluation, nevertheless, currently the project and its commitments have not yet been entered the budget and the work plans of the Ministry. However, the ownership of the project has been sealed for the future by the establishment of the Workstation for the Virtual Platform within the Ministry.

5.6.2. Gender Mainstreaming

Gender mainstreaming has been introduced by the project as an additional component and cross-cutting of the three Conventions. At the Jordanian National Commission for Women, The National Strategy for Women in Jordan 2012-2015 is currently under preparation, and in this strategy climate change is considered among (the women and the environment and climate change) component, and is included as part from the human security protection.

However, currently awareness how to put this into practice and adjust it to the specific cultural environment of Jordan is rather low. Policy makers at the MoEnv considered this topic as an issue that was born in a Western environment, where living conditions are not as harsh as in semi-desert environments of Jordan, and therefore policy makers stated that frequently Western gender experts did not understand that many of their gender-specific regulations for women were established to protect women from being negatively impacted by the harsh environmental conditions in the semi-deserts of Jordan. While this is certainly an important point to be considered, on the other hand there was also not much understanding, that gender issues within the environmental convention explicitly do NOT perceive both sexes in an equal way, but, similarly as the Jordanian culture, seek also to distinguish the roles in environmental protections and their different vulnerabilities to environmental changes of men and women in their different, gender-specific ways.

Recommendation: It would therefore be recommended, that the project would better base its campaigns on gender issues by emphasizing the commonalities between current Jordanian cultural practices and the gender policies of the Conventions, rather than introducing gender sensitivity as a foreign issue from outside, which appears as alien to Jordanian policy makers.

6. Conclusions and Lessons Learnt

The CB-2 project is an important milestone for Jordan to meet its obligations within the Global Environmental Conventions. The project has made an astonishing progress during the last one to two years and has reached achievements, which partly can be considered as historical milestones for the implementation of the Environmental Conventions in Jordan, such as the formulation of a national climate policy. The project has successfully contributed in promoting tools and procedures, producing and disseminating knowledge and information, and in influencing policy frameworks in regard to the GE Conventions with wide-reaching implications for periods also after the termination of the project.

While the implementation of the GE conventions on national level is still lacking behind, the project has made substantial efforts to engage a high diversity of stakeholders, which will lead to a better implementation of the GE conventions on national level. Particular in engaging grass-root groups and promoting socioeconomic issues and gender mainstreaming into environmental issues, it is a pioneer within the country.

Within this, the linkage of science with policy levels is especially relevant and has been substantially improved through the project. Nevertheless is the collaboration between scientists and policy makers presents still a challenge worldwide, and as such also to Jordan.

All stakeholders consulted during the evaluation considered the project as effective, highly efficient and relevant. Most stakeholders postulated either a replication or a continuation of the project either for other Conventions or a continuation in a further phase, which would maintain and expand the momentum achieved by the project.

The evaluation of project documents has furthermore shown, that also the coherence of project design and activities are highly coherent on the management level, and the project is very coherent and relevant to the UNDAF goals as well as to the GE-conventions themselves and the National policies and priorities.

The overall performance of the project is highly satisfactory to satisfactory, although not all indicators were formulated in a way, that were applicable to fully assess the project's progress.

7. Recommendations

All following recommendations are addressed to increase motivation of stakeholders involved into the project.

1. Both policy makers and scientists would benefit by more internationalism in regard to the implementation of the GE-conventions. The spirit of general excitement and enthusiasm of people who regularly attend COPs as observers, CSO or governmental delegations could hardly be felt within the Jordanian institutions visited, which therefore partly also still lack vision and motivation in their commitment to work on GE-related policy issues.

In this respect, the following activities are suggested:

- a) The project should provide all stakeholders with better on-line information on ongoing international activities. While the project already elaborated the obligations from each conventions, the easiest way of accessing updated information in a comprehensive way which also will further motivate scientists is by subscribing to the respective list servers of GE-related topics at the International Institute for Sustainable Development in Canada at www.iisd.ca, and subscribing there to the Climate List, the Land List and the Biodiversity Lists. In this way all subscribers would be continuously provided with information on larger and smaller GE-related events, publications and other issues in relation to the GE-conventions., since it was mainly the most recent information, which stakeholders appreciated highest during the interviews for the consultancy.
- b) Jordanian Scientists should be better involved into the ongoing international assessments such as IPCC, IPBES, and an apparently upcoming Intergovernmental Panel on Land Degradation. Data, information and research results from Jordan are needed in these assessments to be comprehensive, however, Jordanian scientists are usually not aware that they would be applicable to participate there and also would receive funds to attend these meetings. The project should therefore also provide better information on such assessments and promote access to them.
- c) The research and policy committees established by the CB-2 project could link up with similar research-policy initiatives on the international level, which are rare, nevertheless exist. Linkages between research and policies are discussed in all COPs of the conventions, and there are also some international platforms to link research with policies, such as DESERTNET International for the implementation of the UNCCD, which CB-2 stakeholders could link up and also request for a membership. This would allow them on the one hand to exchange experience and draw common lessons learnt, and it is also a platform through which members could easily register at the COPs of the UNCCD for instance.

The impact of the project and the participation of different stakeholders could be enhanced, if the project would work design its activities in a more client-oriented way, and

it should be acknowledged that all stakeholders of the project participate on a voluntary basis without many incentives. Therefore it is necessary that the project carefully makes sure to meet their expectations and needs.

2. The funding mechanism which has been identified, should be better specified and concretized in the following ways:
 - a) Additionally to the funding organizations identified, it is suggested also to consider new GE-related funding opportunities for researchers and policy makers such as the International Climate Initiative which even supports the preparation of NAPAs etc. or the German Lifeweb Initiative, which funds community protected areas.
 - b) Since these funds can only be accessed on the basis of temporal calls by these funding organizations which are generally open only for a short time period of about 6 weeks, it is suggested that within the committees, scientists and policy makers start preparing a joint proposal to be submitted to such organizations. This could strengthen the linkages between policy makers and scientists and also enhance their motivation and new research topics will arise from such an initiative in a more integrated way.
3. UNDP itself should support the project more pro-actively. The CB-2 project is not the only project by UNDP which is related to the implementation of the Convention, for instance there UNDP is conducting a project on biodiversity protection and land degradation in Petra, which is funded by GEF, as a result of the collaboration between the government of Finland and UNDP Jordan to implement the UNCCD. In the last mid-term evaluation it was already suggested to establish better linkages between this component and research. This would also strengthen and stabilize the role of the CB-2 project within the country. However, such kind of activities by UNDP could not be confirmed during the evaluation.
4. The project should adopt a communication strategy, which better includes feedbacks of stakeholders, so that an adaptive learning between the project management and its stakeholders will be achieved.

Annex:

Summary of Project Achievements

	Proposed Indicator		Proposed Indicator	Baseline	Achievements (Evaluation Results)
Objective: Developing the policy and legal frameworks in Jordan to strengthen compliance with GE conventions through optimizing the involvement of all concerned institutions.	1. National Environmental Strategy Implementation Plan has been prepared with direct participation of and contribution by Research Institutes;	Objective: Developing the policy and legal frameworks in Jordan to strengthen compliance with GE conventions through optimizing the involvement of all concerned institutions.	2. National Environmental Strategy Implementation Plan has been prepared with direct participation of and contribution by Research Institutes;	<ul style="list-style-type: none"> Previous NEAP was developed without referring to research institutions 	NEAP no more existent, but current environmental policies and strategies in regard to GE-Conventions are designed now with the support of individual researchers, scientific task forces or through the interaction of research groups and national committees. Objective fulfilled.
	3. The expenditure on research, related to global environmental conventions has increased.		4. The expenditure on research, related to global environmental conventions has increased.	<ul style="list-style-type: none"> Baseline value measured at the project initiation s: JD (1,292,500) \$ (1,825,564.9) As provided by the Scientific Research 	Could not be measured. Currently no additional research funds have been raised, but Deans of Research reported, that they use their own research funds preferredly on GE-related issues

	Proposed Indicator		Proposed Indicator	Baseline	Achievements (Evaluation Results)
				Support Fund	
	4. Capacity development monitoring scorecard rating		5. Capacity development monitoring scorecard rating	<ul style="list-style-type: none"> Ratings completed at project inception phase (6/24) 	<ul style="list-style-type: none"> Compare Section... Comparing Score results during Inception with current situation, improvement in Capacity Building could clearly be proven
OUTCOME 1: Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established	3. Reactivation of national committees related to Environmental Conventions	OUTCOME 1: Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established	4. Reactivation of national committees related to Environmental Conventions	<ul style="list-style-type: none"> National committees on the three conventions are not active. 	<ul style="list-style-type: none"> Non-active committees have been reactivated and National Committee on Biodiversity newly established. This has been fulfilled
	5. Formal mechanisms for cooperation between research institutions and ministries engaged in policy formulation are established		6. Formal mechanisms for cooperation between research institutions and ministries engaged in policy formulation are established	<ul style="list-style-type: none"> Ad hoc relationship, limited to meeting and consultancy 	<ul style="list-style-type: none"> MoUs has been developed but has not been put in place. Partially fulfilled.
OUTCOME 2. Global environmental issues and provisions of the three Conventions	3. Policy frameworks revised based on direct contributions from the research institutes (at least two)	OUTCOME 2. Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research	4. Policy frameworks revised based on direct contributions from the research institutes (at least two)	<ul style="list-style-type: none"> No policy frameworks are currently prepared based on evidence research 	<ul style="list-style-type: none"> New policy on climate change has been drafted on the basis of research results and initiatives.
	5. Funding Mechanisms		6. Funding Mechanisms for	<ul style="list-style-type: none"> No funding 	<ul style="list-style-type: none"> Funding mechanisms

	Proposed Indicator		Proposed Indicator	Baseline	Achievements (Evaluation Results)
are integrated in policies and laws based on research	for policy oriented research related to GE Conventions established and at least one institution uses that mechanism		policy oriented research related to GE Conventions established and at least one institution uses that mechanism	mechanisms are currently established for the three Rio Conventions Research Projects	have been identified, but currently not been used. However, enabling conditions are unfavourable, and research institutions have increased their own spending on GE-related research and Deans spent more of their own funds on GE-related research
OUTCOME 3. The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed	2. Number of research related to global environmental management increased at the research institutions;	OUTCOME 3. The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed	3. Number of research related to global environmental management increased at the research institutions;	▪ Baseline value measured at the project initiation: (23 research)	GE-related research projects increased. Could not be compared to baseline, bc not all researchers were interviewed
	3. Number of student thesis oriented towards global environmental issues has increased;		4. Number of student thesis oriented towards global environmental issues has increased;	▪ Baseline value measured at the project initiation (8 thesis)	Indicator fulfilled. Baseline could not be used, since not all scientific institutions were visited, but interviewed researchers said, that either at least 20% more theses were written on GE issues compared to 2 years ago or even all theses were related to GE issues.

	Proposed Indicator		Proposed Indicator	Baseline	Achievements (Evaluation Results)
	3. Number of articles in national newspapers covering global environmental issues has increased		3. Number of articles in national newspapers covering global environmental issues has increased	<ul style="list-style-type: none"> Baseline value will be measured at the project initiation 	<ul style="list-style-type: none"> Could not be measured

Scorecard to Assess CR2

CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0		Global environmental management		1
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0	1			1
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	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	na			
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
Total score for CR1			4			

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	(0) 3	Targeted awareness campaigns on GE issues have been carried out, having led to various achievement, including the ratification of the Nagoya Protocol and the formulation of a climate policy as a result of researchers driving policy makers		3
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	Na			
	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				
	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	Na			
	Environmental education programmes are partially developed and partially delivered	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	(0) 2			1, 2
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
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	Na			
	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				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
Total Score for CR2			5			
3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extend of the environmental planning and strategy	The environmental planning and strategy development process is not	0		Ministry of		2

development process	coordinated and does not produce adequate environmental plans and strategies		(1) 2	Environment prepared a Strategic Plan for (2007-2010), but there are problems to implement it. However, governance and implementation weaknesses in the MoEnv have partly been overcome by self-initiatives of NGOs and researchers, who have partly included GE issues into their programmes even without the existence of respective environmental strategies etc.		
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	2	Regulatory Framework includes Law No. 52 of 2006 in addition to 10 bylaw. Several strategy and policy documents were also prepared, but not fully implemented.		2
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is 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		A web based information system was		1
	Some environmental information exists but it is not sufficient to support environmental decision-	1				

	making processes		(1) 3	developed for GE research and is currently installed		
	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				
Total Score for CR3			7			
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0	Na			
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	(0) 2	Necessary skills are available but needs of GE have been identified through the two consultancy reports, partly they have been made available through national sources, others are not yet available and will depend on foreign sources, which have been identified.		3
	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				
	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				

Total Score for CR4		2			
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	na		
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1			
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2			
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3			
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	na		
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1			
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the 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	3			

Terminal Evaluation of the CB-2 Project Amman / UNDP Jordan

	activities					
Total Score for CR5			na			
Combined Total Score for CR1-CR5			18			

Questionnaire guidelines for interviews with stakeholders

Initial Questions

Type of engagement of the interviewed person/ institution into the CB-2 project.

General description of activities conducted by the interviewed person in collaboration with the project.

In which way did the interviewee support the project?

In which way did the interviewee feel supported by the project?

Which research results have influenced the environmental policies/legislation of the Ministries to a highest degree?

Are there difficulties in understanding between Ministries and Researchers? Which ones? Examples

Which research needs are open, urgent and relevant for the GE-Conventions. Is there enough data material for monitoring – by which institutions provided?

Policy makers / Ministries

Enabling Conditions

Which are priorities of the ministry in regard to policy development in regard to the GE conventions

Which priority do GE conventions have at all for you compared to other issues here?

Collaboration with CB-2 and Research Institutions:

In which way did you collaborate with the CB-2 project?

Which are the research institutions your Ministry/department relies upon now?

Which research results were mainstreamed into national action plans?

Which gaps in the national action plans had been identified which could be filled through research?

Which are/were gaps in environmental law that did not meet the global environmental obligations under the conventions?

How far are gender issues considered in regard to GE-conventions in your Ministry?

In which way did MoEnv revise its mandates to reflect GE issues?

In which areas did the Ministry identify particular research needs for GE-related policy frameworks?

Did the CB-2 project improve the knowledge base on GE issues in the Ministries?

Efficiency

Are there communication problems between scientists and policy makers?

How do you judge the efficiency of the CB-2 project?

Ownership

How far do you consider the CB-2 project as a necessary element within the Ministry?

National Committees

Are inputs from scientists relevant for the development of policy frameworks?

Are the committees the project established relevant for GE policy making?

Which inputs by scientists have you used for drafting policies and policy frameworks?

Which inputs did you consider most relevant?

Which are the obstacles and barriers of involving scientists better into policy making?

How is satisfaction about the collaboration between researchers and scientists? Which are / were the problems, how solved?

Has the status of mutual information been improved?

In which way did research influence GE policy making?

In which way were the conventions mainstreamed into national legislation? Which changes were made during the last two years?

How often have you attended the meetings organized by the CB-2 project? If you did not attend, what was the reason?

How can attendance at the meetings be enhanced and improved?

Sustainability and Ownership: What will happen, if the project ends? Will present achievements be maintained, will activities continue? Which institution(s) will act as border institutions in future?

What are your wishes and visions in regard to future collaboration with policy makers?

Awareness Raising

Has your awareness on GE Conventions and Environmental Policies been enhanced through the Project?

Research Institutions

On Enabling Conditions

Which are your current research priorities?

How much freedom do you have in your institutions to decide about research priorities?

Is your research driven by policy makers or by researchers themselves since the CB-2 project became effective?

In which way do you work with the advisory committees on UNFCCC, CBD and UNCCD.

Research-Policy Linkages and CB-2 Impact and Satisfaction

How much of research covers global environmental policy issues?

How did you perceive the initiative by the CB-2 to create thematic research groups and link them to national committees?

Do you think the linkages provided by the CB-2 project gives you better chances to influence policies?

Do you think it enhances the visibility of your research?

Did you / do you have communication problems with policy makers. Which ones?

Which do you consider the particular milestones of the CB-2 project?

Particular Questions on Research Productivity

In which way did the linkage and awareness on GE Convention benefit your research activities?

How many articles / theses on GE did you produce during the last two years? Was the number influenced by the CB-2 project? In which way?

Did you change your research topics in favour of GE relevant topics within the last years?

Was that due to the influence of the project?

On Research Policy Linkages

Do you have the impression that the influence of science on policy making has been increased through the project?

How often have you attended the meetings organized by the CB-2 project? If you did not attend, what was the reason?

How can attendance at the meetings be enhanced and improved?

Particular questions on Funding to Researchers and Funding Institutions

Did you receive / allocate more funds towards GE research during the last two years?

On which topics?

On Training Modules

Who made the modules, who are the target group?

How was the attendance at the trainings?

Have the contents of the modules been considered by participants and are they remembered?

Closed Questions:

Consultancy Reports

Received: yes / no

Did you consider them as useful? In which way?

Did you receive the newsletters by the project? Yes/no

If yes: In which way did you benefit from the newsletter?

Did you contribute to the newsletters of the project?

If yes: In which way did you benefit from the newsletter of the project?

Are you aware of the virtual platform the project is installing?

Are you also aware of the CDs produced by the project?

Do you consider these activities as useful, and if so, in which way?

Stakeholder's Satisfaction

General satisfaction of these activities on individual level in regard to relevance for professional and political progress in regard to GE-issues and collaboration with CB-2.

General satisfaction of individuals with group activities initiated by CB-2 in regard to relevance for professional and political progress and meeting the GE Convention targets and collaboration with CB-

2

General satisfaction with CB-2 performance in terms of effectiveness of management, knowledge dissemination

How is the general performance of the project perceived?

What is considered the major highlights of the project?

List of Documents Reviewed

Ministry of Environment: National Capacity Self Assessment for Global Environmental Management, (NCSA) – Amman, Jordan, 2007

Government of Jordan: and UNDP UNDP Project Document (2010). UNDP-GEF Medium Size Project (MSP), PIMS No. 3070, Project Number 00062933. CB-2 Project: *Developing Policy-relevant Capacity for Implementation of the Global Environmental Conventions in Jordan. Amman, Jordan*

UNDP: Inception Report. Inception Phase of -2 Project: Developing Policy-relevant Capacity for Implementation of the Global Environmental Conventions in Jordan, PIMS no. 3070 CB-2 Project, Inception Phase (November 2009 - November 2010). Amman, Jordan, July 2010, approved on the 2nd Project Board's Meeting, Thursday 31st of March 2011, Ministry of Environment, Amman Jordan

Quarterly Progress Reports:

CB-2 Project: Third Quarterly Progress Report, July 1 – September 20, 2011

CB-2 Project: Fourth Quarterly Progress Report, October 1 – December 31st, 2011

CB-2 Project: First Quarterly Progress Report, January 1 – March 31, 2012

CB-2 Project: Second Quarterly Progress Report, April 1 – June 30, 2012

CB-2 Project: Third Quarterly Progress Report, July 1 – September 30, 2012

Annual Progress Reports:

CB-2 Project (2011): Annual Progress Report. Project ID and Title: 00062933. Developing Policy Relevant Capacity for Implementation of the Global Environmental Conventions in Jordan. Reporting Period Reporting Period 1st of January 2010- 31st of December 2010

CB-2 Project (2012): Annual Progress Report. Project ID and Title: 00062933. Developing Policy Relevant Capacity for Implementation of the Global Environmental Conventions in Jordan. Reporting Period Reporting Period 1st of January 2011- 31st of December 2011. – Draft

GEF PIR 2010 PIMS 3701 Jordan Report

GEF PIR 2011 PIMS 3701 Jordan Report

Annual Workplans

CB-2 Annual Workplan, February 2011

CB-2 Annual Workplan, March 2012

Project Manager's Personal Workplan, March 9, 2011

Minutes of third advisory meeting in Arab language (was summarized to consultant in English), May 11, 2011

Minutes of third advisory meeting in Arab language (was summarized to consultant in English), 17. Mai 2012

Training Modules

Five power point presentations on GE-policy demands, prepared by Batir Wardam. Amman 20120

Batir Wardam: Obligations by Developing countries to the Rio Conventions UNFCCC, Feb. 2012

Jawad Bakir: Obligations and provisions of the UNCCD, COP, CST and CRIC. Word Document and Power Point Presentation, Feb. 2012

Sobhia Saifan: Jordan Obligations to Rio Conventions: CBD Powerpoint Presentation, Feb. 2012

Mohammed Qinna: Jordan Obligations to the UNFCCC. Feb. 2012

Newsletters

CB-2 Project Newsletter: 1st issue, November 2011

CB-2 Newsletter: 2nd issue, April 2012

List of Capacity Indicators and Scorecards

TORs

UNDP (2010): Developing Policy Relevant Capacities for the Implementation of the Global Environmental Conventions in Jordan (The 3 Rio Conventions on Biodiversity, Desertification, and Climate Change). Project Board (PB) Terms of Reference (ToR)

UNDP (2012): **TERMS OF REFERENCES For a National Consultant to Evaluate an UNDP's on-going project of** Developing Policy-relevant Capacity for Implementation of the Global Environmental Conventions in Jordan "CB-2" Project (2012), Amman, Jordan

Consultancy Reports:

Balqa Applied University: BAU Inception Report, May 11 / 2011: A Study on Potential Institutional Mechanism for Future Collaboration between Policy and Research Institutions in Relations to Rio Conventions (UNFCCC, CBD, UNCCD)

Document on : CB-2 Project Progress to date (from November 2009- March 2011)

Balqa Applied University: : *A Study on Potential Institutional Mechanism for Future Collaboration between Policy and Research Institutions in Relation to Rio Conventions (UNFCCC, CBD and UNCCD*

Science Triangle Research: Project Strategy Document. Policy-Oriented Research Guidelines, Procedures, and Tools to Conduct, Promote and Support the Implementation of Rio Conventions in Jordan. 29 February 2012

Mark van Wees and Mohammed Yagan: Developing a National Climate Change Policy of Jordan. CB-2 PROJECT jointly with EESL Project. Inception Report: Final, 14 November 2012

Board Meetings

CB-2 Project: 2nd Project Board (PB) Meeting, Ministry of Environment. Minutes of First Board Meeting, Agenda, **Monday 2nd August, 2010 at 2:00 p.m.**

CB-2 Project: 2nd Project Board (PB) Meeting, Ministry of Environment. Minutes of First Board Meeting

CB-2 Project: 2nd Project Board (PB) Meeting, Ministry of Environment. Thursday 31st of March 2011, Invitation

CB-2 Project: 2nd Project Board (PB) Meeting, Ministry of Environment. Thursday 31st of March 2011, Agenda

CB-2 Project: 2nd Project Board (PB) Meeting, Ministry of Environment. Thursday 31st of March 2011, Minutes of the Meeting

CB-2 Project: 3rd Project Board (PB) Meeting, Ministry of Environment. Tuesday 6th of March 2011, Invitation

CB-2 Project: 3rd Project Board (PB) Meeting, Ministry of Environment. Tuesday 6th of March 2011, Agenda

CB-2 Project: 3rd Project Board (PB) Meeting, Ministry of Environment. Tuesday 6th of March 2011, Minutes of the Meeting

Project Expenditure Plan

TORs:

CB-2 Project: *Developing Policy-relevant Capacity for Implementation of the Global Environmental Conventions in Jordan* "CB-2" Project. Terms of Reference (ToR) - Project Advisory Committee (PAC)

Ahmed Abdelfattah (2011) Power Point Presentation at Second Board Meeting on Amendments to the Project Documents

Guidelines

UNDP Board Meeting Guidelines

UNDP Project Board Meeting Guide

UNDP Handbook For Evaluation and Monitoring

GEF Evaluation Guidelines

Meeting Agenda and List of Persons Met

Evaluating the “Developing Policy-relevant Capacity for Implementation of the Global Environmental Conventions in Jordan “CB-2” Project

Agenda: International Consultant Mission (one week; 5 working days)

Day and Date	Time	agenda item	Place	invitees
Day 1: Saturday 1 st of December 2012	?? PM	Arrival in Amman	Amman	
Day 2: Sunday 2 nd of December 2012 In house meetings	9:00 AM- 10:00 AM	Kick-off Meeting of evaluation assignment with CB-2 Project Management staff and UNDP Environment and Climate Change Portfolio	Ministry of Environment (MoEnv), CB- 2 Project Office, 1 st floor	(Mr. Mohammad Alatoom, Dr. Ahmad and Ms. Ghada)
	10:15 AM- 11:00 AM	Meeting with the 2006 National Capacity Self- Assessment Project's Manager (the project introduced the idea for the CB-2 Project)	Ministry of Environment (MoEnv), Mr. Batir Wardam's Office, 4 th floor	— Mr. Batir Wardam, 2006 National Capacity Self-Assessment Project's Manager
	11:30 AM- 1:00 PM	Meeting with Ministry of Environment focal points and related directorates	Ministry of Environment	— UNFCCC focal Points (Eng. Hussein Badarin and Eng. Mohammad Alem) and support staff at Climate Change in charge directorates: Eng. Faraj Altalib and Eng. Indira Dahabi at MoEnv. — CBD and UNCCD focal points (Eng. Hussein Shahin) and support Staff at Biodiversity and Combating Desertification in charge directorates at MoEnv — Director of Policy Directorate Mr. Mohammad Afaneh — Director of Projects Directorate Eng. Samir Kilani — Head of Information Technology Department Eng. Enas Obeidat/ or a representative — Eng. Issa Shboul (the Ministry's Press Advisor to the Minister)
	2:45 PM- 3:30 PM	Ministry of Water and Irrigation		— Eng. Rania Abdel Khaleq previous manager of the CB-2 project) and a member of the National Committee on Climate Change
Day 3: Monday 3 rd of December 2012 Stakeholders	8.30 – 10.00	CB-2 office	MoEnv	- Individual work of consultant
	10:00- 10:30	Ministry of Planning and International	MoPIC	Mr. Awwad Harahsheh and — Projects' Board — PAC — National Committee on Climate

meetings		Cooperation (MOPIC)		Change
	10:45 AM- 11:30 PM	Working in office	International Consultant's office/desk at CB-2 Project's Office at MoEnv	International Consultant's office/desk at CB-2 Project's Office at MoEnv
	12:00- 1:00	Higher Council for Science and Technology	Higher Council for Science and Technology	— Eng. Omar Amawi (Member of the Project Advisory Committee, PAC)
	1:15- 2:00	Royal Society for the Conservation of Nature, RSCN	RSCN	— Mr. Ehab Eid, a member of Biodiversity Thematic Research Group
	4:15- 5:00	University of Jordan	University of Jordan	— Dr. Abdel Qader Abed, a member of Climate Change Research Group —
Day 4: Tuesday 4th of December 2012				
	10:00- 11:00	Jordan University for Science and Technology جامعة العلوم والتكنولوجيا	Jordan University for Science and Technology	<p>— 10:00 Dr. Hani Abu Qdais, a member of the Climate Change National Committee and was involved with the project since it was a project document</p> <p>Dr. Hani Abu Qdais phone number (0795885235)</p> <p>Einer von Beiden</p> <p>— Dr. Awni Tuaimah, a member of Combating Desertification Research Group</p> <p>Dr. Jawad Bakri, the national consultant who was in charge of developing desertification research guidelines, procedures, and priorities on the consultancy "DEVELOPING POLICY-ORIENTED RESEARCH GUIDELINES, PROCEDURES, AND TOOLS TO SUPPORT IMPLEMENTING RIO CONVENTIONS IN JORDAN" executed by Science Triangle</p>

	1:00- 2:00	National Center for Agricultural Research & Extension, NCARE مركز البحث والإرشاد الزراعي	NCARE , Baqaa north Amman	<ul style="list-style-type: none"> Dr. Maha Al Syouf, head of the Biodiversity Research Group and member of Biodiversity National Committee Khaled Abulaila, Herbarium Keeper and PhD Researcher
	2:30- 3:00	Royal Scientific Society الجمعية العلمية الملكية	Royal Scientific Society	<ul style="list-style-type: none"> Eng. Jehan Haddad, member of the climate change research group and she always attends the advisory committee meetings instead of Eng. Rafat Assi and she also attends the national committee on climate change meetings instead of Eng. Faisal Anani.
Day 5: Wednesday the 5th of December 2012	9:00- 9:30	Royal Botanic Garden الحديقة النباتية	Royal Botanic Garden	<ul style="list-style-type: none"> Princess Basma Bint Ali (Head of the National Committee on Biodiversity)
	10:30- 11:30	Hashemite University الجامعة الهاشمية	Hashemite University	<ul style="list-style-type: none"> Dr. Mohammad Qinna, a member of the National Committee on Climate Change, a member of the Climate Change Research Group, and the national consultant who was in charge of developing climate change research guidelines, procedures, and priorities on the consultancy "DEVELOPING POLICY-ORIENTED RESEARCH GUIDELINES, PROCEDURES, AND TOOLS TO SUPPORT IMPLEMENTING RIO CONVENTIONS IN JORDAN" executed by Science Triangle Dr. Mohammad Al-Salahat, a member of the Combating Desertification Research Group
				—
	14:00- 15:00	Ministry of Agriculture وزارة الزراعة	Ministry of Agriculture	<ul style="list-style-type: none"> Eng. Eman Bani Hasan, a member of PAC and a member of the National Committee on Combating Desertification
	15:00- 16:00	Ministry of Social Development وزارة التنمية الإجتماعية	Ministry of Social Development	<ul style="list-style-type: none"> Mrs. Nawal Al Hweidi, a member of the National Committee on Climate Change and a member PAC
Day 6: Thursday the 6th of December 2012	8:30 AM- 3:00 PM	Research support Fund Unit	Ministry of Higher Education	Prof. Abdullah al Zoubi - head of the research support f
	10:00- 11:00	Balya Applied University	Ministry of Environment	<p>Dr. Nedal Al Oran, Team Leader, BAU consultancy and a member of the Combating Desertification national committee</p> <p>Dr. Hazem Hasan, a team member of the "A Study on Potential Institutional</p>

				Mechanisms for Future Collaboration between Policy and Research Institutions in Relation to Rio Conventions (UNFCCC, CBD, UNCCD) in JORDAN, International Research Center for Water, Environment, and Energy (IRCWE), Balqa' Applied University and the team leader of the Phase II of the study "the virtual platform for Rio Conventions-related information collection, processing, analysis and dissemination"
	12:00-1:00 PM	— Ms. Zena Ahmad, UNDP Country Director	UNDP-Jordan	— Ms. Zena Ahmad, UNDP Country Director
	2:00	—		—

Persons Met (in chronological order of the meeting)

- Mr. Ahmad Abdelfattah, CB-2 Project Manager, UNDP
- Ms. Ghada Alsouls, CB-2, Project Assistant, UNDP
- Mr. Ahmad Abadalfattah, UNDP Country office, Quality Management
- Mr. Batir Wardam, 2006 National Capacity Self-Assessment Project's Manager
- Eng. Hussein Badarin, UNFCCC Focal Point, Ministry of Environment
- Eng. Mohammad Alem, UNFCCC Focal Point, Ministry of Environment
- Eng. Hussein Shahin, UNCCD and CBD Focal Point, Ministry of Environment
- Mr. Mohammad Afaneh, Director of Policy Directorate, Ministry of Environment
- Eng. Samir Kilani, Director of Projects Directorate, Ministry of Environment
- Eng. Samir Kilani, Director of Projects Directorate
- Eng. Enas Obeidat, Head of Information Technology Department, Ministry of Environment
- Eng. Ranja Abdel Khaleq, (previous manager of the CB-2 project) and a member of the National Committee on Climate Change, Ministry of Water
- Mr. Awwad Harahseh, Project Board, PAC, National Committee on Climate Change, Ministry of Planning
- Eng. Omar Amawi, Member of the Project Advisory Committee, PAC, HCST
- Mr. Ehab Eid, a member of the Biodiversity Thematic Research Group, Royal Society for the Conservation of Nature
- Dr. Abdel Qader Abed, Member of Climate Change Research Group, Royal Jordan University
- Dr. Awni Tuaimah, Member of Combating Desertification Research Group, Royal Jordan University
- Dr. Hani Abu Qdais, Royal Jordan University
- Dr. Jawad Bakri, National Consultant who was in charge of developing desertification research guidelines, procedures, and priorities on the consultancy "DEVELOPING POLICY-ORIENTED RESEARCH GUIDELINES, PROCEDURES, AND TOOLS TO SUPPORT IMPLEMENTING RIO

CONVENTIONS IN JORDAN” executed by Science Triangle, Royal Jordan University

- Dr. Maha Al Syouf, head of the Biodiversity Research Group and member of Biodiversity National Committee, NCARE
- Khaled Abulaila, Herbarium Keeper and PhD Researcher, NCARE
- Eng. Jehan Haddad, member of the climate change research group, Royal Botanical Society
- Princess Basma Bint Ali (Head of the National Committee on Biodiversity, Royal Botanical Gardens
- Dr. Mohammad Qinna, a member of the National Committee on Climate Change, a member of the Climate Change Research Group, and the national consultant who was in charge of developing climate change research guidelines, procedures, and priorities on the consultancy “DEVELOPING POLICY-ORIENTED RESEARCH GUIDELINES, PROCEDURES, AND TOOLS TO SUPPORT IMPLEMENTING RIO CONVENTIONS IN JORDAN” executed by Science Triangle, Hashemite University
- Dr. Mohammad Al-Salahat, a member of the Combating Desertification Research Group, Hashemite University
- Eng. Eman Bani Hasan, a member of PAC and a member of the National Committee on Combating Desertification, Ministry of Agriculture
- Mrs. Nawal Al Hweidi, a member of the National Committee on Climate Change and a member PAC, Ministry of Social Affairs
- Prof. Abdullah Al Zoubi, Head of the Research Support Fund
- Dr. Nedal Al Oran, Team Leader, BAU consultancy and a member of the Combating Desertification national committee, Balqa Applied University
- Dr. Hazem Hasan, a team member of the “A Study on Potential Institutional Mechanisms for Future Collaboration between Policy and Research Institutions in Relation to Rio Conventions (UNFCCC, CBD, UNCCD) in JORDAN, International Research Center for Water, Environment, and Energy (IRCWEE), Balqa’ Applied University and the team leader of the Phase II of the study “ the virtual platform for Rio Conventions-related information collection, processing, analysis and dissemination, Balqa Applied University
- Ms. Zena Ahmad, UNDP Country Director



TERMS OF REFERENCES

For an international Consultant

to Evaluate the

**“Developing Policy-relevant Capacity for Implementation of the Global
Environmental Conventions in Jordan
(CB-2)” Project**

I. BACKGROUND

Introduction

Ministry of Environment in Jordan (MoEnv) is currently implementing the “Developing Policy-relevant Capacity for Implementation of the Global Environmental Conventions in Jordan” or “CB-2” Project, with financial support from the Global Environment Facility (GEF) and the United Nations Development Program (UNDP) and partial contribution from the Government of Jordan (GoJ) represented through MoEnv, which is the implementing partner or executing agency of the Project. The Project aims at developing the policy and legal frameworks in Jordan to strengthen compliance with the three Rio Conventions (UN Convention on Biological Diversity or CBD, UN Convention to Combat Desertification or UNCCD, and UN Framework Convention on Climate Change or UNFCCC). The Project’s objective is to develop policy-relevant capacities for the implementation of the Global Environment (GE) Conventions by enhancing connectivity between the research and policy making for better GE management.

The long-term goal of the Developing Policy-relevant Capacity for Implementation of the Global Environmental Conventions in Jordan “CB-2” Project (herewith referred to as “the Project” or “CB-2 Project”) is to develop the policy and legal frameworks in Jordan to strengthen compliance with Global Environment (GE) Conventions. The Project’s principal and expected objective is to develop policy-relevant capacities for the implementation of the global environmental conventions in Jordan with emphasis on Rio Conventions (UNCBD; UNCCD; and UNFCCC) by enhancing connectivity between the research and policy making in this regard. To achieve this, the “CB-2” Project targeted key research and education institutions in the country as well as policy and decision makers at Jordan’s Ministry of Environment (MoEnv), in addition to other relevant four line ministries of mandates relevant to thematic issues of Rio Conventions (namely Ministry of Agriculture, Ministry of Water, Ministry of Energy, and Ministry of Social Development) and worked on developing necessary knowledge base by building on existing in-house capacities, institutional arrangements, policies and legal frameworks to help ensure that the current national efforts for reforming and implementing these frameworks are enabled and strengthened.

Taking into consideration that the three Rio Conventions—on Biodiversity, Climate Change and Desertification— which derived directly from the 1992 Earth Summit in Rio de Janeiro, lie at the heart of the global environmental governance system and that the three conventions form an intricate triangle for environmental management that responds to the real challenges facing the global environment, Jordan gave special attention to such conventions and was among the first developing nations to ratify such international treaties. It is believed that each instrument of the three conventions represents a way of contributing to the sustainable development goals of Agenda 21 and the three conventions are intrinsically linked, operating in the same ecosystems, and addressing interdependent issues. It is also believed that the Earth Summit influenced all subsequent UN conferences, since socio-economic issues were no longer tackled separately from the need for environmentally sustainable development.

Jordan stands among the most committed countries in the Arab region to align its national policies and plans with the GE conventions. Jordan has ratified the UN Convention for Biodiversity (CBD) in 1993, the UN Framework Convention on Climate Change (UNFCCC) in 1994, and the UN Convention to Combat Desertification (UNCCD) in 1996. Also, Jordan has ratified the Kyoto protocol in 2003 and participated in almost all activities of subsequent protocols and Conference of Parties’ (COPs) meetings. Jordan has responded to its national reporting obligations

to the GE conventions, all of which have indicated the need to knit close linkages between research and policy development for the implementation of the three Rio Conventions.

In 2007, almost 15 years since the global community raised to the level of responsibilities attached with the protection of the integrity of the global environment and adapting the global environmental governance system that resulted from the Environment and Development Earth Summit, Agenda 21 and the Rio Declaration in 1992 as the compass of environmental management and activism all over the world, the National Capacity Self-Assessment (NCSA) process in Jordan was a perfect occasion for re-thinking the country's priorities and taking a hard and honest assessment of past achievements and options for improvement. The NCSA process was conducted in a participatory way and facilitated a national dialogue that resulted in a robust package of suggested strategic capacity building activities. In a strategic planning methodology based on early prioritization of national needs and relying in a backbone of synergies between the three conventions, the NCSA action plan was designed in the shape of actions responding to the integrated needs of the three conventions with clear local identity of priorities. The NCSA action plan is composed of 20 suggested projects that are based on six strategic programs, which are: knowledge management and networking; technology transfer and technical training; linking research to policy development; sustainable coordination mechanisms; resource mobilization; and empowerment of local communities.

MoEnv is the focal point for the three Rio Conventions in Jordan and is committed to the proper implementation of the NCSA action plan. However, such implementation should be based on effective partnership with the environmental community in Jordan represented by public, civil, private as well as academic and research sectors associated with the three provisions of the Conventions. Such an effective national implementation mechanism should be energized by local and global partnerships.

The CB-2 Project idea has been generated as a result of such highly consultative process of NCSA, the later of which the main outcomes were documented in a report published in 2007 (available on-line at the following link: <http://ncsa.undp.org/docs/544.pdf>). The NCSA as well as other cross-cutting assessments and studies have all confirmed that the main cross-cutting capacity development priority issue is "linking research to policy development." The NCSA indicated that the existing research capacities in environmental and natural sciences do not adequately address the GE management themes in the areas of biodiversity, combating desertification and climate change, the core thematic areas of Rio

Conventions. Furthermore, the NCSA thematic reports diagnosed the "disconnect" between "the scientific community" of the academic and civil institutions on the one hand and the "policy making community" of public institutions on the other hand. This disconnect is thought to be one of the major constraints for implementing the Rio Conventions. The current set up does not encourage the results of research to backstop the policy and decision making related to the GE Conventions. Therefore, often these decisions are not based on sound research and do not provide grounded justifications for action.

Jordan has invested extensive resources in institutional reform; the National Agenda (which is currently being in the process of updating) reflects the political commitment for institutional strengthening at the national level. Therefore, by being rooted into the national priority agenda and current reform a process, the CB-2 Project aspires to ensure sustainability of its results. Institutional strengthening is also being undertaken for environmental management in research institutions. However, barriers in institutional collaboration are halting rapid uptake of these investments and cross-fertilization of resources. This is specifically a key root-cause for the disconnect between research and policy-making for GE issues and justifies the need for the establishment of formal and informal collaboration mechanisms at institutional level for catalyzing interactions and collaboration between the research and policy making.

This lack of collaboration mechanisms as well as policy-oriented research guidelines and procedures has impacted the development of effective policies, strategies and action plans related to the implementation of provisions of GE and Rio Conventions in Jordan. The NCSA reports have also identified the lack of a sustainable knowledge management network at the national level to exchange and build the capacity of knowledge generation, codification and dissemination as a main constraint in this context. The later gap in addition to the gap of lack of effective and sustainable collaboration mechanism between research institutions and policy makers have been addressed through consulting studies awarded to a local consultant, which is a Jordanian University, of which the awarded contract aimed at identifying the most effective and sustainable collaboration mechanism between research institutions from one side and MoEnv and other relevant line ministries from the other side as well as identifying likely local funding sources potential to support policy oriented research in this regard. The same local consultant who finished implementing its tasks has also developed a standalone Terms of Reference (ToR) to solicit proposals for developing a national virtual platform for Rio Conventions-related information collection, processing, analysis and dissemination through web-based tools and e-

networks. This platform was proposed to be a starting base map for research activities relevant to thematic areas of Rio Conventions and other GE topics. The virtual Platform was anticipated to be designed as the core block in a proposed blueprint for a future national Environmental Information System for Jordan, JEIS, where the blueprint perspective and JEIS are extra ideas the CB-2 Project advanced to MoEnv and nationally as an example of a Project that thinks out of the box and exerts additional effort to integrate other initiatives together.

The other retarding gap area, which is lack of policy-oriented research guidelines, procedures, and tools to support implementing the provisions and obligations of Rio Conventions in Jordan, which is the mission of a current (almost completed) consulting study aimed at drawing a road map for guiding future Rio Conventions' themes-relevant research endeavors in Jordan, which will in turn backbone proper GE-relevant policy development and implementation. Thus, the topic of the later assignment targeted national research institutions to develop for them policy-oriented research guidelines, procedures, and tools in a systematic process of situation analyses and assessment of obligations of the Rio Conventions as well as assessment of any existing policy-oriented research programs to build on such assessment outcomes to develop the sought research guidelines and mechanisms to supporting implementing Rio Conventions in Jordan. The NCSA indicated that the existing research capacities in environmental and natural sciences in Jordan do not adequately address the global environmental management themes and challenges in the areas of biodiversity, land degradation and climate change. Thus, developing the capacities for targeted and policy oriented research in the thematic areas of global environmental management with emphasis on three Rio Conventions as well as supporting national research is currently an apparent national priority in the context of sustainable development attainment. Despite current efforts to strengthen national capacity for environmental management in Jordan at systemic, institutional, and individual levels, the research sector continues to be short of creating the potential impact it is expected to make. The CB-2 Project stated that systemic, institutional and individual capacities for ensuring a greater role for research in policy development and implementation already exist, even though very limited, however, it is only the catalytic support for building up a strategic and comprehensive intervention at the level of this sector that remains to be achieved, to reach a constructive and results-oriented role of the research sector in the development and implementation of policies related to the GE both qualitatively and quantitatively..

In order to achieve all of the above objectives, the CB-2 Project is working from November 2009 till November 2012 to fulfill the following outcomes and outputs described further below.

Outcomes and outputs of the CB-2 Project

The project has three outcomes and eight outputs:

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

Output 1.1: Institutional mechanisms to streamline the roles and responsibilities of MoEnv and other concerned line ministries under the global environment conventions are established;

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

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

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

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

Output 2.2: The Three Rio Conventions local policies reviewed /and developed based on policy oriented research;

Output 2.3: Funding mechanisms to promote policy oriented research developed.

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

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

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

After achieving the objectives of identifying the best potential collaboration mechanism(s) between research institutions and policy makers involved in implementing obligations of Rio Conventions and after developing the sought strategic research guidance, procedures, and tools for local environmental research institutions to enable them to develop and promoting policy-oriented research, the CB-2 project will conduct targeted research capacity strengthening and awareness campaigns at the level of all relevant research institutes as well as policy makers on the issues of national obligations of GE Conventions, their latest consequent protocols, latest developments, as well as campaigns for utilizing policy-oriented research guidelines and standards originated out of the consulting study mentioned above, which will be undertaken before the end of this year. This is planned to strengthen capacities of research institutions to develop and promote applied research for GE issues as well as raise awareness of the subject and strengthen partnerships and collaborations between research and policy makers and achieve a sense of responsibility and commitment at the level of policy makers. At the middle/end of 2012, the research communities will be engaged in implementing activities of Output 2.2 “the Three Rio Conventions’ local policies reviewed and/or developed based on policy oriented research,” in which the researchers will start reviewing current Rio Conventions-related policies/strategies and/or developing new policies based on the established research guidelines and procedures.

II. SCOPE OF WORK AND OBJECTIVES

Within the context outlined above, UNDP seeks the recruitment of a national consultant to support the achievement of the following project evaluation objectives:

Objective One: conduct an evaluation of the CB-2 Project in line with internal procedures of UNDP. The scope of Objective One should cover the following:

1. An evaluation of the effectiveness of the project including design, relevance, effectiveness, efficiency, impact, sustainability, identifying challenges, constraints and success factors and providing conclusions and lessons learnt.
2. An evaluation of the project management structure that would review and assess the appropriateness of the project management set-up to carry out its responsibility of implementation, monitoring, reporting and establishing partnerships. *(This is not an evaluation of individual performance and capacity but of the appropriateness of the structure and set-up in addressing the management needs of the project. This should cover as well the roles of the Project Board. Particular attention should be paid to the contribution (or lack thereof) of the project management arrangements to the ownership by the national partners).*
The overarching questions of the evaluation are:
 - Was the outcome and associated activities relevant, appropriate and strategic to national goals, CB-2 Project mandate and UNDP mandate?
 - Were the actions to achieve the outputs and outcomes effective and efficient?
 - Will the outputs and outcomes lead to benefits beyond the life of the existing project?

III. METHODOLOGY

The consultant is expected to work on a daily basis with the CB-2 Project team (the National Project Manager and Project Assistant), board members, senior staff of relevant directorates of implementing partner (MoEnv) as well as involved staff members of UNDP-Jordan. Based on the objectives and scope of work outlined above, the consultant is expected to undertake the following tasks during the evaluation process:

1. Review of relevant documents including: Project Document, Project Inception Report, duties of Project Board, documents on relevant national policies and strategies related to the project area as well as environmental (with emphasis on Rio Conventions' theme) research framework in Jordan, all quarterly and annually progress and narrative reports prepared by the project team, consulting result reports, mandates and duties of committees and thematic research groups established by the Project, and all relevant documentation related to implementation including: minutes of meetings, and activity reports.
2. Conduct interviews and roundtable meetings with project stakeholders and partners.

Below is the criteria to be considered for the evaluation process and the main questions to be addressed:

Criteria	Main questions
Project Management	<ul style="list-style-type: none"> - Are the Project Management arrangements appropriate at the team level and Project Board level?
Project Design	<ul style="list-style-type: none"> - To what extent did the design of the project help in achieving its own goals? - Were the context, problem, needs and priorities well analyzed while designing the project? - Were there clear objectives and strategy? - Were there clear baselines indicators and/or benchmarks for performance? - Was the process of project design sufficiently participatory? Was there any impact of the process?
Relevance and appropriateness	<ul style="list-style-type: none"> - Was the project relevant, appropriate and strategic to national goals and challenges? - Was the project relevant, appropriate and strategic to the mandate, strategy, functions, roles, and responsibilities of the MoEnv as an institution and to the key actors within that institution? - Was the project relevant, appropriate and strategic to UNDP mandate?
Effectiveness and efficiency	<ul style="list-style-type: none"> - Were the actions to achieve the outputs and outcomes effective and efficient? - Were there any lessons learned, failures/lost opportunities? What might have been done better or differently? - How did the project deal with issues and risks? - Were the outputs achieved in a timely manner? - Were the resources utilized in the best way possible?
Impact and sustainability	<ul style="list-style-type: none"> - Will the outputs/outcomes lead to benefits beyond the life of the existing project? - Were the actions and results owned by the local partners and stakeholders? - Was capacity (individuals, institution, systems) built through the actions of the project? - What is the level of contribution of the project management

	<p>arrangements to national ownership of the set objectives, results, and outputs</p> <ul style="list-style-type: none"> - Were the modes of deliveries of the outputs appropriate to promote national ownership and sustainability of the results achieved?
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IV. DURATION OF MISSION

The expected duration of this assignment is up to 5 weeks consisting of (12 working days) to conduct necessary meetings and finalize the evaluation report, and one week mission to Jordan (5 working days).

V. OUTPUTS (DELIVERABLES) AND TIMEFRAME

Below are the required activities and expected outputs (deliverables), based on the objectives and scope of work stated above, respective timelines/deadlines and number of working days:

Output	timeline
1. Agenda of meetings' and reports submission time plans	1 working day after signing the contract and meeting with Project's management team for initial sources of information
2. Debriefing meeting on evaluation results with Project's stakeholders	During the mission
<p>3. A first draft of the evaluation report including results and findings/ recommendations that should be considered in any next phase of the project. The report should include the following sections:</p> <ul style="list-style-type: none"> ▪ Title page ▪ List of acronyms and abbreviations ▪ Table of contents, including list of annexes ▪ Executive summary ▪ Introduction: background and context ▪ Description of the project – its logic theory, results framework and external factors likely to affect 	within 9 working days after signing the contract (UNDP comments will be given within 2 working days)

<p>success</p> <ul style="list-style-type: none"> ▪ Purpose of the evaluation; key questions and scope of the evaluation with information on limitations and de-limitations ▪ Approach and methodology used in evaluation ▪ Findings; summary and explanation of findings and interpretations ▪ Conclusions and recommendations; lessons, generalizations, alternatives ▪ Annexes 	
<p>4. Final evaluation report responding to all comments from Project's stakeholders.</p>	<p>After 12 working days from signing the contract (i.e., after one working day after receipt of comments from UNDP on the draft report)</p>

VI. QUALIFICATIONS

A) Education:

- Advanced university degree in management or public administration or planning/strategic planning or development or project management/evaluation or environmental science and management or environmental law and policy or any other relevant major.
- A degree in topics relevant to themes of Rio Conventions (Climate Change, Biodiversity, and Land Degradation/Combating Desertification) or very relevant fields to the three Conventions' themes or any degree in disciplines relevant to policy-oriented research and/or linkage between research and policy development and/or utilizing scientific findings to inform decision makers will be given high priority in selection.

B) General professional Experience & Skills:

- Preferably 10 years of professional experience in fields relevant to public administration or planning/strategic planning or development or project

management/evaluation or environmental science and management or environmental law and policy or any other relevant major.

- Preferably 5 years' experience in at least one of the three themes of Rio Conventions (Climate Change, Biodiversity, and Land Degradation/Combating Desertification) or very relevant fields to the three Conventions' themes or any field relevant to policy-oriented research and/or linkage between research and policy development and/or utilizing scientific findings to inform decision makers will be given high priority in selection.
- Minimum 5 years' experience in conducting evaluation of similar projects
- Sound knowledge about results-based management (especially results-oriented monitoring and evaluation).
- Fluency in written and spoken English
- Full computer literacy

Short Biography of the Consultant

The consultant has more than 10 years research experience in topics related to the environmental conventions, in particular to the UNCCD and the UNFCCC, has considerable regional experience within the Arab region and in collaboration with the UNDP. For instance is the consultant a climate risk and adaptation expert to UNDP/GEF, has been a delegate to UNCCD and CBD conferences. In particular the consultant has contributed to identify the user needs for the Millennium Ecosystem Assessment, which has addressed the major research and information needs of the three environmental conventions, furthermore to the White Papers of the UNCCD first scientific conference,, which both compiled synergies, commonalities and cross-cutting issues between the conventions and also research needs. She also contributed to the UNCCD indicator paper. In regard to Jordan itself, she conducted the Midterm Evaluation of the Implementation of the UNCCD project in Asia and North Africa, including Jordan, funded by the Finnish Government, implemented by UNDP /DDC-AS and already there she recommended to strengthen the linkages between research and GE convention policies and frameworks.

Declaration

I hereby declare, that this consultancy has been conducted in accordance with the Code of Conduct for Evaluations of UNDP and UNEG.



Ingrid Hartmann, Berlin, Jan 7th, 2013