

# SWIM and Horizon 2020 Support Mechanism

Working for a Sustainable Mediterranean, Caring for our Future

## Concept note development for GG and SCP in Jordan - (EFH-JO-3)

10-11 February 2019, Amman, Jordan

This Project is funded by the European Union



# SWIM and Horizon 2020 Support Mechanism

Working for a Sustainable Mediterranean, Caring for our Future

## Concept Note Development for Green Growth and SCP in Jordan

### Opening remarks- Welcoming words

**Dr. Jihad ALSAWARI**, Technical Advisor to the Minister-Director of Green Economy Unit, MoENV

**Mr. Mohamed AFANAH**, Director of Policy and International Cooperation Directorate, MoENV

**Ms. Marta JUNQUERA**, SWIM-H2020 SM Project, SCP/RAC

**SWIM and Horizon 2020 SM**

10 February 2019, Amman, Jordan

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# SWIM-H2020 SM in a Snapshot

## Profile

The **SWIM-H2020 SM Project**, funded by the European Union, aims to contribute to reduced marine pollution and a sustainable use of scarce water resources in the Mediterranean Region with emphasis on the **countries of North Africa and the Middle East (Algeria, Egypt, Israel, Jordan, Lebanon, [Libya], Morocco, Palestine, [Syria] and Tunisia)**.

## Components of the Project

The Project is the continuation and merging of two successful previous EU-funded service contracts, Horizon 2020 Capacity Building/Mediterranean Environment Programme (H2020 CB/MEP) (2009-2014) and the Sustainable Water Integrated Management Support Mechanism (SWIM SM) (2010-2015).

# SWIM-H2020 SM

## The Project is to:

Provide tailored and targeted technical assistance at national level based on partners' requests through an Expert Facility;

Organize regional (or sub-regional) peer-to-peer seminars and webinars;

Conduct on-site training courses and study tours;

Capitalize on the lessons learnt, good practices and success stories;

Support logistically and technically the Horizon 2020 Initiative's Steering Group & Sub Groups and the Meetings of the Union for the Mediterranean's Water Experts Group.

# SWIM-H2020 SM Expected Results

## In order to Achieve:

Positive changes in the design and implementation of the relevant national institutional, policy and regulatory frameworks;

Enhancement of partner countries' capacity to promote investment and business opportunities for properly managing municipal waste, industrial emissions and waste water;

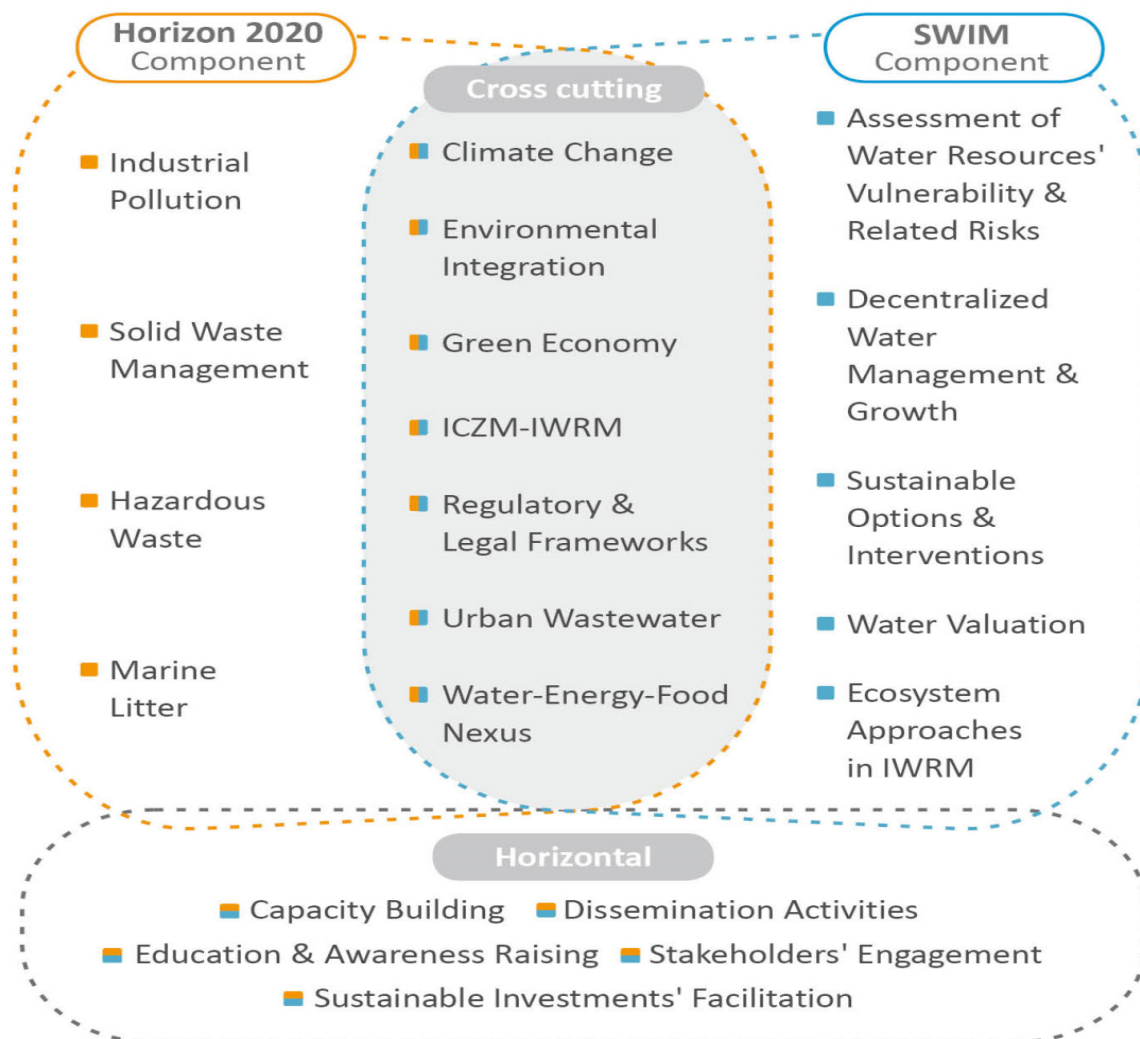
Facilitation of access to finance for selected sustainable investment projects;

Strengthening of regional coherence and cooperation in approaches to marine pollution prevention and control, and sustainable water management;

Identification, testing and sharing of best practices and success stories;

Use of research results in policy making – enhancement of more sustainable practices.

# SWIM-H2020 SM Themes



# SWIM-H2020 SM Cooperation

## Framework of Cooperation

The project is based on synergies, which are further developed and supported through:

- **The SWIM-H2020 SM Focal Points (FPs)** in the Ministries in charge of Water and Environment of the Partner Countries, which also constitute the SWIM-H2020 SM Steering Committee.
- **Regional bodies forming the Institutional Partners** of the Project, namely:
  - the **Union for the Mediterranean (UfM)**, assisting on issues linked with the draft Strategy for Water in the Mediterranean, the Water Strategy in the Western Mediterranean (5+5), projects and investments related with Mediterranean pollution Hot Spots.
  - the **Mediterranean Action Plan of UN Environment (UN Environment/MAP)**, supporting activities related to the Land Based Sources (LBS), the Hazardous Wastes and Integrated Coastal Zone Management (ICZM) Protocols of the Barcelona Convention as well as the revised National Action Plans (NAPs).
- **Relevant EU Institutions** (including DG ENV, NEAR, Research, MARE, etc.) such as the European Investment Bank (EIB) which coordinates the Mediterranean Hot Spots Investment Programme II (MeHSIP II) and **Agencies** such as the European Environment Agency (EEA), which coordinates the Shared Environmental Information System (SEIS) South.
- **Other Regional Initiatives and Projects** (SwitchMed, BlueGreen Med CS, CLIMA South, etc.).



# SWIM-H2020 SM Consortium



**LDK Consultants S.A. (Leader)**  
**LDK Consultants Europe S.A.**



**Haskoning DHV Nederland B.V.**



**Arab Countries Water Utilities Association (ACWUA)**



**Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO - ECSDE)**



**Arab Network for Environment and Development "RAED"**



**Milieu Ltd**



**Association of Cities & Regions for Recycling and Sustainable Resource Management (ACR+)**



**National and Kapodistrian University of Athens (UoA)**



**Catalan Waste Agency (hosting institution of Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC))**



**Umweltbundesamt GmbH**



**EEIG UT – SEMIDE**



**WS Atkins International Ltd**



**GLOBE ONE LTD**





# SWIM-H2020 SM in Numbers

## The Project in Numbers

1	Support Mechanism
2	Components (SWIM and Horizon 2020)
8	Partner (Beneficiaries) Countries (active)
19	Major Synergies
14	Consortium Partners
39	Months (2016-2019)
6.705.250	Euros Budget
21	Themes
Over 100	Activities out of which 50 are National and 35 (sub) Regional and other meetings with participation from Western Balkans and Turkey
24	Annual Meetings
11	Categories of Stakeholders involved
2	Websites (Project & H2020)
2	Social Media Pages (LinkedIn, Facebook)

# SWIM H2020 SM IN JORDAN

## EFH-JO-3 ACTIVITY ON SUPPORTING THE GOVERNMENT IN THE PROMOTION OF THE NATIONAL GREEN GROWTH PLAN AND THE SCP ACTION PLAN.

**NOV18:** WORKSHOP ON PROMOTING SCP AND GG  
IN 3 IDENTIFIED SECTORS WASTE, ENERGY AND  
TRANSPORT

**FEB 19:** TRAINING ON CONCEPT NOTE  
DEVELOPMENT FOR GG AND SCP IN 6 SECTORS

**FEB 19:** DIRECT MENTORING ON 2 CONCEPT NOTES

# Background

The **National Green Growth Plan (NGGP)** approved in February 2017 has a clear vision for Jordan as a country with an expanding and sustainable economy that creates jobs, income for its citizens, contributes to achieving social inclusion and is resilient to external shocks and instability in the region. The **Sustainable Consumption and Production National Action Plan (SCP NAP)** sets up the transition to a Green Economy and is considered an important tool to prevent pollution and implement some of the Green Growth initiatives in Jordan, in particular in the areas of transport, energy efficiency, and waste.

Nevertheless, turning green growth from concept into practice has always presented organizations with capacity challenges, and continues to do so. From the definition of green growth strategies to the implementation of action plans, as well as for the development of new business models in this field, processes, indicators and tools are necessary to support decision-making. **Project Cycle Management (PCM) approaches and expertise are thus suitable to ensure the sustainability performance of decision-making.**

# STRUCTURE OF THE TRAINING – DAY 1

	Session 1: Origination	Decision taking at Ministry level in Jordan	
9.15-9.30	Setting up the ground	<ul style="list-style-type: none"> <li>Presentation of participants and the challenges in project design and project development in their workplaces</li> </ul>	Participants
9.30-10.15	The origination phase at public management level : Sector and group discussion	<ul style="list-style-type: none"> <li>How do green growth projects originate, how are they designed, who is responsible for finding good ideas and getting them implemented?</li> <li>Are there any rules or formal procedures that must be followed? Are they enforced?</li> <li>What is the role of the Ministry of Environment and the planning directorates in supporting project origination?</li> <li>What is the intended process for developing and implementing actions under the National Action Plan for Green Growth?</li> <li>What is the role of the MoENV through the GEU, pushing forward the implementation of the NGGP?</li> <li>What are the challenges that must be addressed to improve the process?</li> </ul>	Moderation: Dr. Jihad Alsawari, Technical Advisor to the Minister- Director of Green Economy Unit, MoENV Mr. Mohamed Afanah, Director of Policy and International Cooperation Directorate, MoENV Ms. Hala Mujally, SWIM H2020 SM Expert
10.15-10.30	BREAK		
	Session 2: Design, alignment and monitoring.	Green Growth Action Plans and Strategies in Jordan	
10.30-12.30	Introduction to results based management for SCP and GG and template for concept notes development	<ul style="list-style-type: none"> <li>How to develop successful projects?</li> <li>How to prioritise which projects to develop?</li> <li>What are the tools we can use to ensure development and implementation of projects?</li> <li>Template</li> <li>Analysis stage (stakeholders, problems, objectives, strategies)</li> <li>Planning stage (matrix, logframe approach)</li> <li>Some examples of GG and SCP implemented local Actions in the EU</li> </ul>	SWIM-H2020 SM Experts: Mr. Abdullah Bdeir Mr. Francesco Lembo
12.30-12.45	BREAK		
12.45-13.45	Project Planning for Green Growth Actions according to the National Action Plan for Green Growth process	<ul style="list-style-type: none"> <li>How and why was the GG screening tool developed? GGGI Evaluation matrix</li> <li>Understanding how KPIs are set and who is responsible for monitoring them in the context of NAP for GG and SCP</li> <li>What are the key metrics for measuring green growth progress (key international reports, indices, etc) and how can these be used to formulate green growth actions?</li> <li>What would a PCM for the National Action Plan for GG look like?</li> </ul>	Mr. Marshall Brown, GGGI Expert Mr. Abdullah Bdeir, SWIM H2020 SM Expert
13.45-14.30	Application: Visualizing the Project Cycle for Green Growth Actions in Jordan	<ul style="list-style-type: none"> <li>Group work to map the project origination process for green growth actions</li> <li>Facilitators and participants reflect and provide feedback on different maps</li> </ul>	Mr. Francesco Lembo, SWIM H2020 SM Expert Mr. Marshall Brown, GGGI Expert
14.30-15.00	Plenary Session - Group discussion and debriefing	<ul style="list-style-type: none"> <li>Review of main takeaways and recommendations for future project development</li> </ul>	MoENV, SWIM-H2020 SM and GGGI Teams
15.00-15.30	LUNCH Day 1 Ends		

# DAY 2

	Module	Outline content	Presenter
9.00–9.15	Day 1 Recap	<ul style="list-style-type: none"><li>• Introduction to the day</li><li>• Recap learnings</li></ul>	Ms. Marta Junquera, SWIM-H2020 SM Project Manager Mr. Abdullah Bdeir, SWIM H2020 SM Expert
	Session 3: Access to finance	Available Green growth financing opportunities in Jordan	
9.15-10.45	Public funding and private funding	<ul style="list-style-type: none"><li>• Green Growth financing opportunities (including a specific mention to Innovation in GG)</li><li>• Difference between Donors and investors.</li><li>• Donor project funding (how do they take their decisions?)</li><li>• Private sector funding (securing investment and bankability)</li><li>• Business Model Canvas</li><li>• Public –Private Dialogue: success stories in Jordan</li></ul>	Ms. Hala Mujally, SWIM H2020 SM Expert Ms. Krystle Cooper, GGGI Expert Mr. Ahmed al Amra, Country Rep. GGGI
10.45-11.00	BREAK		
11.00-13.00	Group exercises for the 6 sectors: Selection and development of concept note	<ul style="list-style-type: none"><li>• Selection of 1 out of 3 Action Project Proposals per sector (GGGI Evaluation Matrix)</li><li>• Filling the template, developing a concept note</li></ul>	SWIM-H2020 SM Team GGGI Team
13.00-13.15	BREAK		
	Summary Sessions	Addressing options and challenges	
13.15-14.00	Concept notes	<ul style="list-style-type: none"><li>• Presentation of group exercises and projects</li></ul>	Moderation: Each Sector Rep
14.00-14.45	Next steps	<ul style="list-style-type: none"><li>• Improvements and moving forward (mentoring phase)</li></ul>	Moderation: GGGI and SWIM H2020 SM
14.45-15.00	Closure	<ul style="list-style-type: none"><li>• Evaluation forms</li><li>• Certificates</li></ul>	Mr. Mohamed Afanah, MoENV Ms. Marta Junquera, SWIM-H2020 SM
15.00	LUNCH		ALL
TRAINING COMPLETED			

# PROFILE OF THE PARTICIPANTS, EXPECTATIONS AND PREVIOUS KNOWLEDGE

- Name, role and institution
- Have you received previous training on concept note writing and methodologies? If so, how strong do you feel about developing a successful concept note?
- What are the challenges you face with this topic?
- What are your expectations from this training in a word or two?

## Profile of Expert team

**GGGI- Key role in Jordan for GG**

**Ahmed, Marshall, Krystel**

**SWIM H2020 SM Team**

**Hala, Abdullah, and Francesco**



# SWIM and Horizon 2020 Support Mechanism

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## Session 1:

### Origination of concept notes – Decision Taking at Ministry level

Moderated by:

**Ms. Hala MUJALLI**, SWIM H2020 SM Expert

Panel:

**Dr. Jihad ALSAWARI**, Technical Advisor to the Minister-Director of GEU, MoENV

**Mr. Mohamed AFANAH**, Director of Policy and Int. Coop. Directorate, MoENV

This Project is funded by the European Union



10 February 2019, Amman, Jordan



# The origination phase at public management level :

## Sector and group discussion

- How do green growth projects originate, how are they designed, who is responsible for finding good ideas and getting them implemented?
- Are there any rules or formal procedures that must be followed? Are they enforced?
- What is the role of the Ministry of Environment and the planning directorates in supporting project origination?
- What is the intended process for developing and implementing actions under the National Action Plan for Green Growth?
- What is the role of the MoENV through the GEU, pushing forward the implementation of the NGGP?
- What are the challenges that must be addressed to improve the process?

# SWIM and Horizon 2020 Support Mechanism

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## Session 2: Introduction to results based management for SCP and GG and template for concept notes development

Presented by:

**Francesco LEMBO**, Project Manager,

ACR+ Association of Cities and Regions for Sustainable Resource Management

**SWIM and Horizon 2020 SM**

10 February 2019, Amman, Jordan

This Project is funded by the European Union





# Sharing a common language: defining project and management approach

# Sharing a common language

Whatever its level, a **project/intervention** has the same characteristics:

- It is a mechanism to solve “a problem”
- It has a deadline, i.e. a timeframe and a completion date
- It takes advantage of existing opportunities in the context and of local capacities
- It has a specific amount of resources
- It benefits a specific group
- It is carried out by a team/a network of key actors

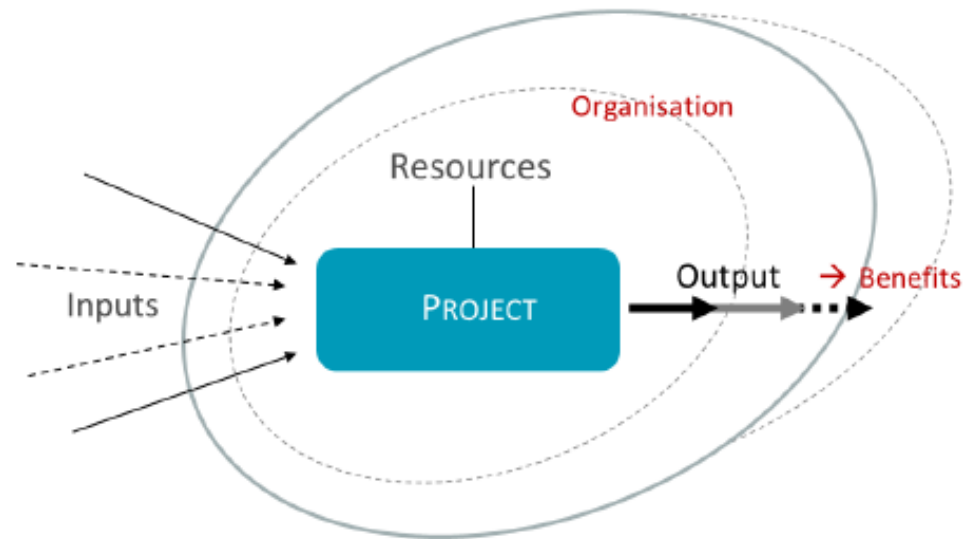


*ICRC, 2008*

# Sharing a common language: projects as transformative processes

Projects are different from normal day-to-day work (operations) and require a **special temporary organisational** structure in order to:

- define the project **scope** and **deliverables**
- create a **business justification** for the investment (project's value, list of alternative solutions, etc.).
- identify project **stakeholders** and define a project core **team**.
- create the **project plans** to help guide and manage the project.
- assign and **coordinate project work** to teams.
- **monitor** and control of the project on a daily basis (progress, changes, risks, issues, quality, etc.).
- **handover** the deliverables and administratively close the project.



*PM<sup>2</sup> Project Management Methodology  
of the European Commission*

# PCM and LFA: a short history

## Logical framework approach

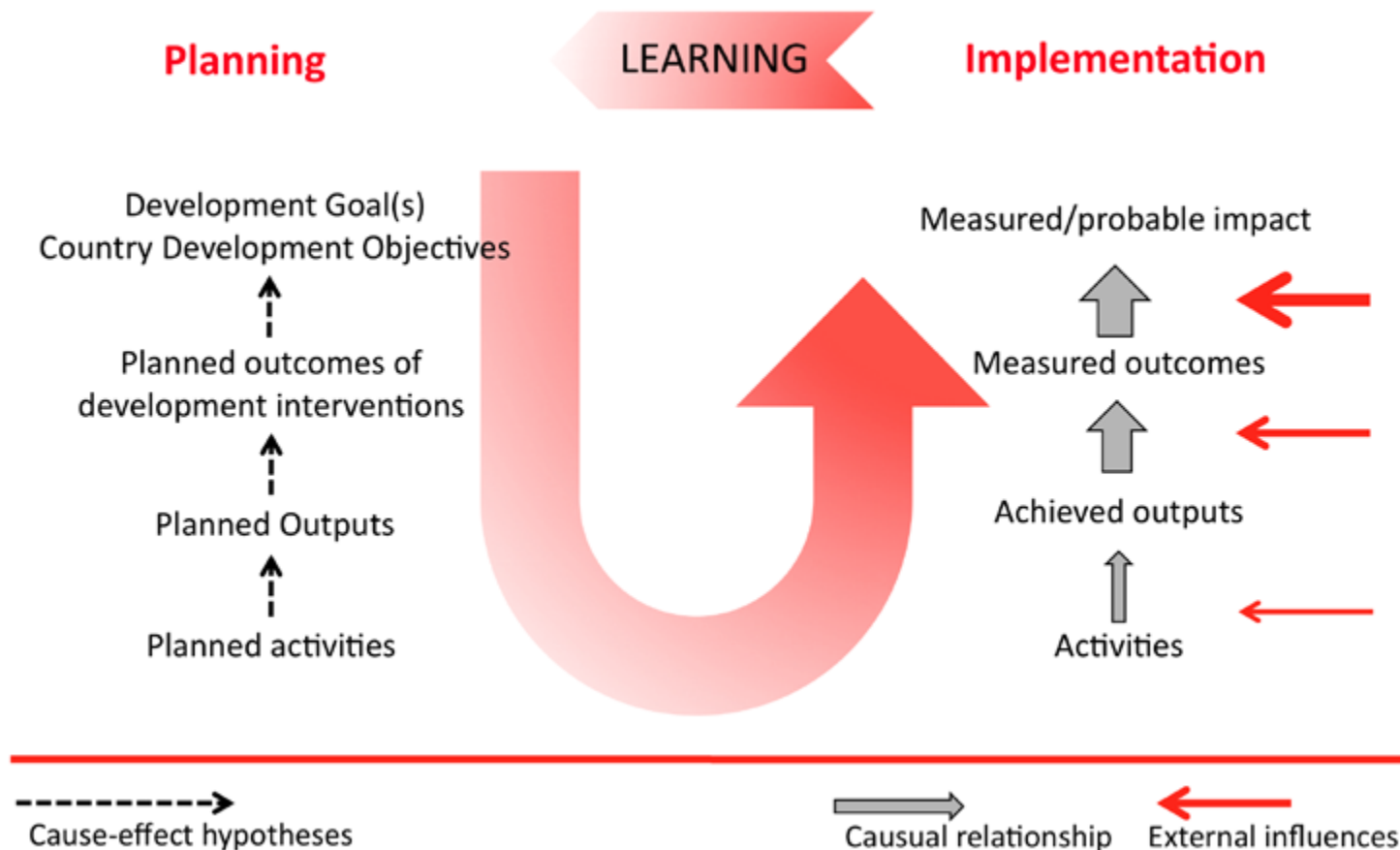
A methodology for analysing, planning, managing and evaluating programmes and projects, using tools to enhance participation and transparency and to improve orientation towards objectives  
Developed in early 70s by USAID and widely adopted

## Project cycle management (PCM)

Defines different phases in the project life with a well-defined process of involvement of different stakeholders, management activities and decision making procedures  
Uses the LFA (as well as other tools)  
Developed in early 90s and adopted by most development agencies and the EC



# LFA: a result based approach



*Planning and Monitoring in Results-based management of Projects and Programmes, Swiss Agency for development, 2011*

# The project cycle management approach

## The PCM provides a summary of:

- **why** a project is carried out
- **what** the project is expected to achieve
- **how** the project is going to achieve it
- **which** external factors are crucial for its success
- **where** to find the information required to assess the success of the project
- **which** means are required
- **what** the project will cost

# Debriefing: which tools are needed for project origination and planning?

- **Which project management methodologies are used in your organization/department?**
- **Is there any project management tool you would like to see used in your organisation/department?**





# Originating projects through PCM

# The Project Life Cycle



*ITC-ILO, PCM Handbook for  
development projects, 2013*

# Originating a project with PCM

## ANALYSIS PHASE

## PLANNING PHASE

Identify stakeholders

- ↓ **Stakeholder Analysis** - identifying & characterising major stakeholders, target groups & beneficiaries
- ↓ **Problem analysis** - identifying key problems, constraints and opportunities; determining cause and effect relationships

Deduct

- ↓ **Analysis of objectives** - developing objectives from the identified problems;

Select the option

- ↓ **Strategy analysis** - identifying the different strategies to achieve objectives; selecting the most appropriate strategy(ies); determining the major objectives (overall objectives and project purpose)

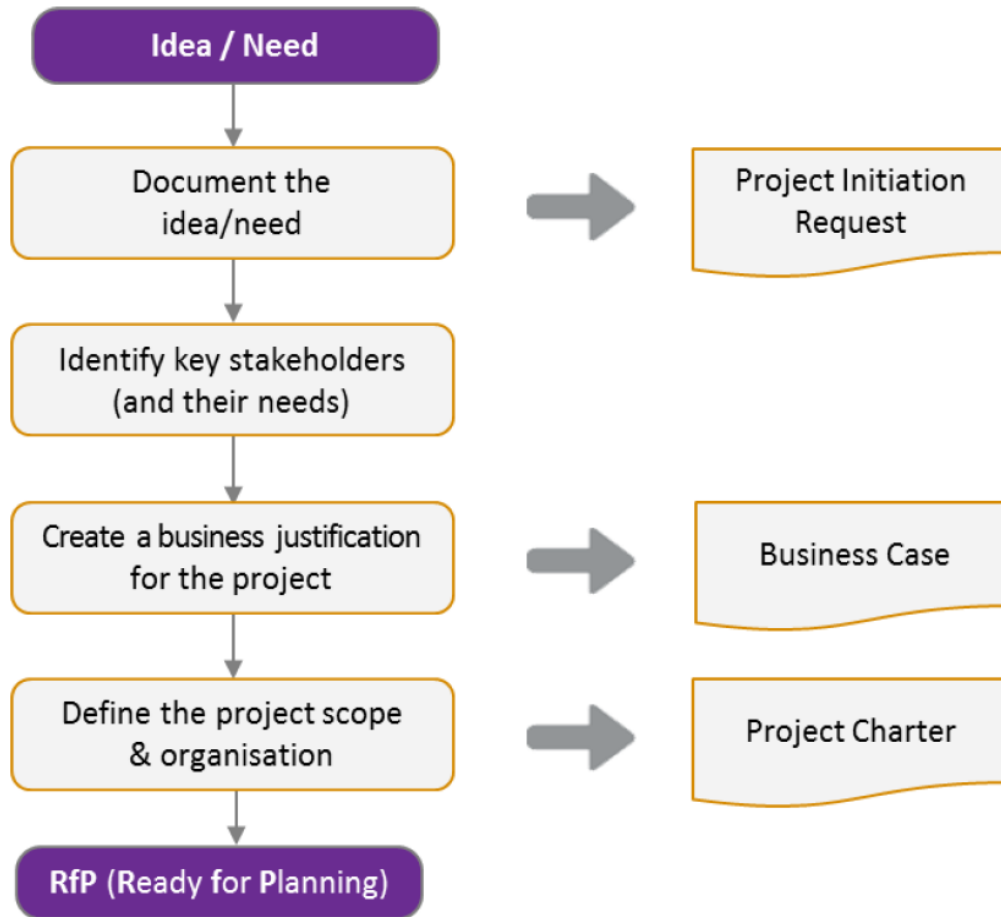
Define the project logic

- ↓ **Logframe** - defining the project/ programme structure, testing its internal logic, formulating objectives in measurable terms, defining means and cost (overall)

Specifying and operationalising

- ↓ **Activity/resource scheduling** - determining the sequence and dependency of activities; estimating their duration, setting milestones and assigning responsibility

# Originating a project with PM<sup>2</sup>



## PCM TOOLS

**STAKEHOLDERS'  
ANALYSIS**



**OBJECTIVE TREE**



**LOGICAL  
FRAMEWORK**

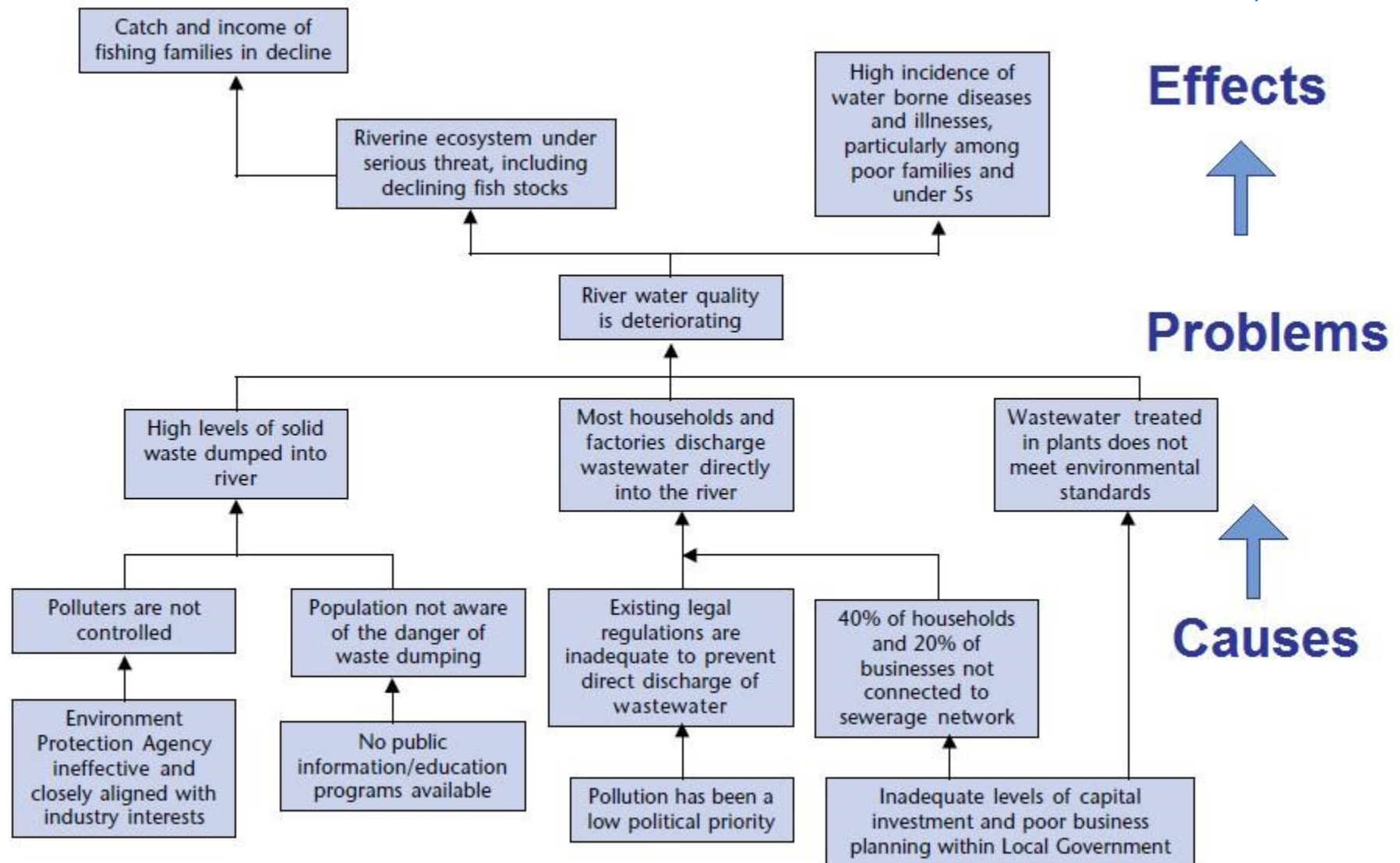


# From strategy analysis to intervention logic

- Complete formulation of objectives
- Transfer objectives to logframe (intervention logic): OO, SO, Results
- Review and complete the objectives at different levels
- Identify possible activities

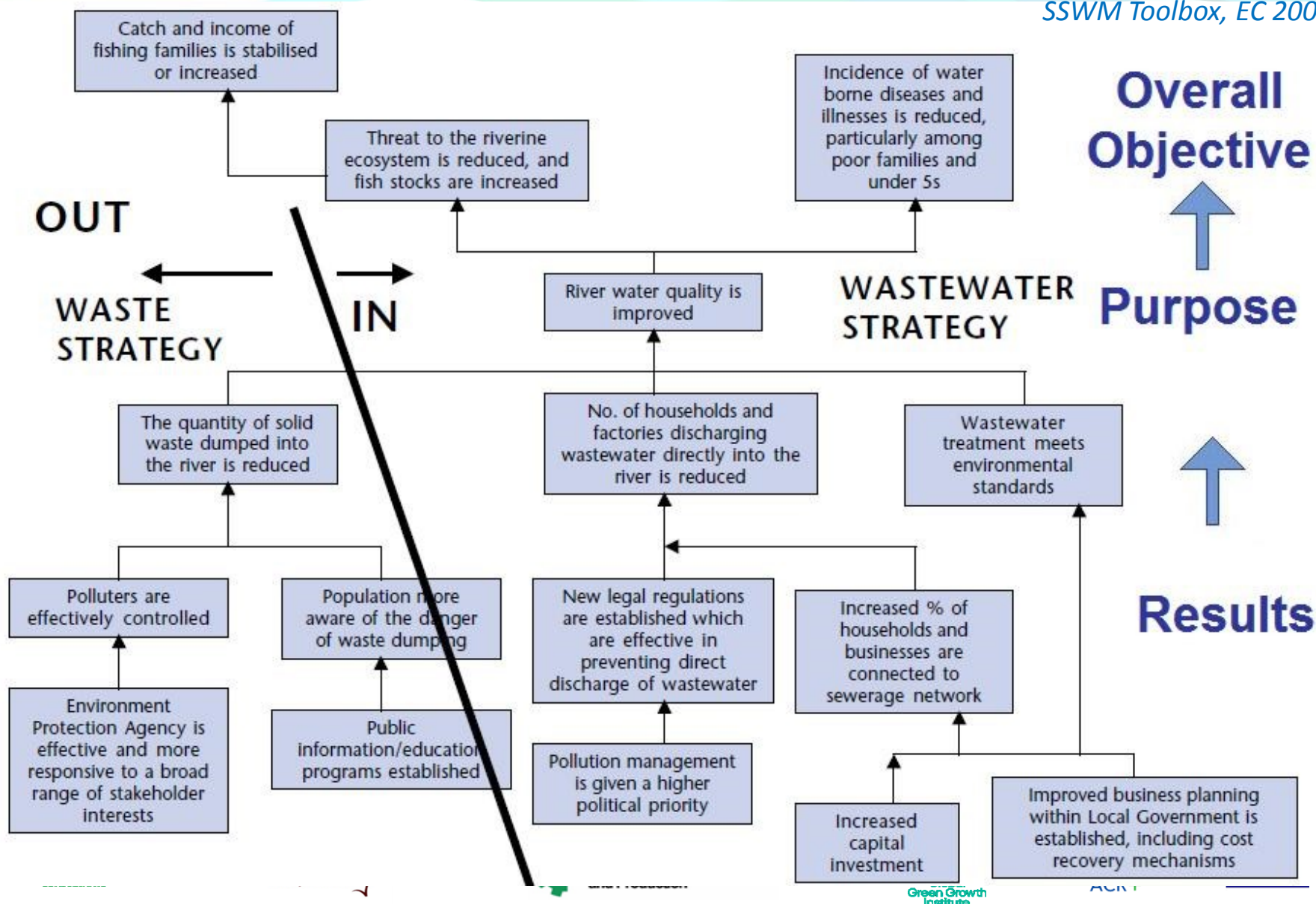
# Defining objectives

*SSWM Toolbox, EC 2004*



# Defining strategies

SSWM Toolbox, EC 2004



# From strategy analysis to intervention logic

## Intervention Logic

## Objectively Verif. Indicators

## Sources of Verification

## Assumptions

Overall Objective

Specific Objective

Results

Activities

Means

Costs

Pre-conditions



# LFA: a result driven approach

*Planning and Monitoring in Results-based management of Projects and Programmes, Swiss Agency for development, 2011*

Project Description		Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal	What is the overall broader impact to which the action will contribute?	What are the key indicators related to the overall goal?	What are the sources of information for these indicators?	What are the external factors necessary to sustain objectives in the long term?
Purpose	What is the immediate development outcome at the end of the project?	Which indicators clearly show that the objective of the action has been achieved?	What are the sources of information that exist or can be collected? What are the methods required to get this information?	Which factors and conditions are necessary to achieve that objective? (external conditions)
Outputs	What are the specifically deliverable results envisaged to achieve the specific objectives?	What are the indicators to measure whether and to what extent the action achieves the expected results?	What are the sources of information for these indicators?	What external conditions must be met to obtain the expected results on schedule?
Activities	What are the key activities to be carried out and in what sequence in order to produce the expected results?	Means:	What are the sources of information about action progress?	What pre-conditions are required before the action starts?
		What are the means required to implement these activities, e. g. personnel, equipment, supplies, etc.	Costs	
			What are the action costs?	

# Debriefing: which tools are needed for project origination and planning?

- **Which processes need a structured project management methodology (local action plans, design of ToRs, etc.)?**
- **How/when the logical framework is/could be useful in your organization processes?**



# HOW? Some cases



# Porquerolles – focus on assumptions

## technical solutions tested at pilot level:

- **28 pre-diagnosis among restaurateurs** on type and rates of generated waste
- test of thermal waste composter, and solar waste compactors for non-recyclable waste on the island
- separate collection of catering bio-waste from **12 volunteer restaurants** on the island and testing of different technical configurations and carbon inputs
- If the solution is adopted, the generalisation of the system would make it possible to compost and reuse on the island approximately **75 tonnes of bio-waste** from catering (50% of this production from June to August).



# Integrating the environment in a stakeholders analysis: public procurement case in Cornwall



## DATA GATHERING

1. Supplier information day
2. Survey to suppliers and citizens



High interest of local concrete suppliers

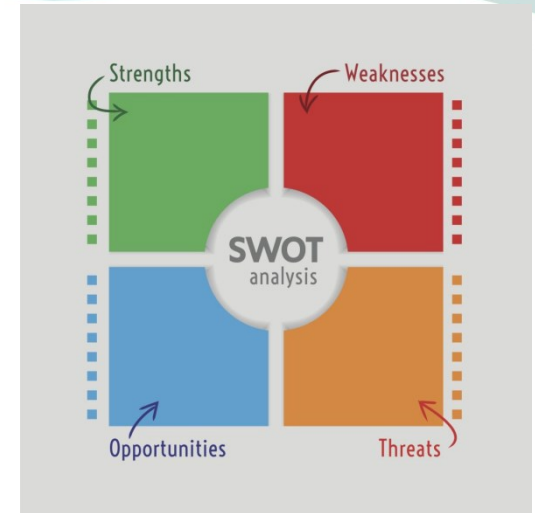
Environmental Criteria 1: logistics and transportation

High interest of university and research centres

Open call for design, prototype and pattern book

High interest of CDW management stakeholders

Environmental Criteria 2: max percentage of raw aggregates



# Integrating the environment in a stakeholders analysis: public procurement case in Cornwall

## Local low carbon shelters, benches and playgrounds in Cornwall

- 70 low carbon shelters installed
- EUR 2.5 million into the local economy supported local employment
- Wood of shelters have a 100% non-toxic production process
- easy-to-install concrete rafts made with 85% Cornwall sourced waste aggregate



# Stimulating Short Circuit Economies in the agri-food sector: the experience of the Lazio region



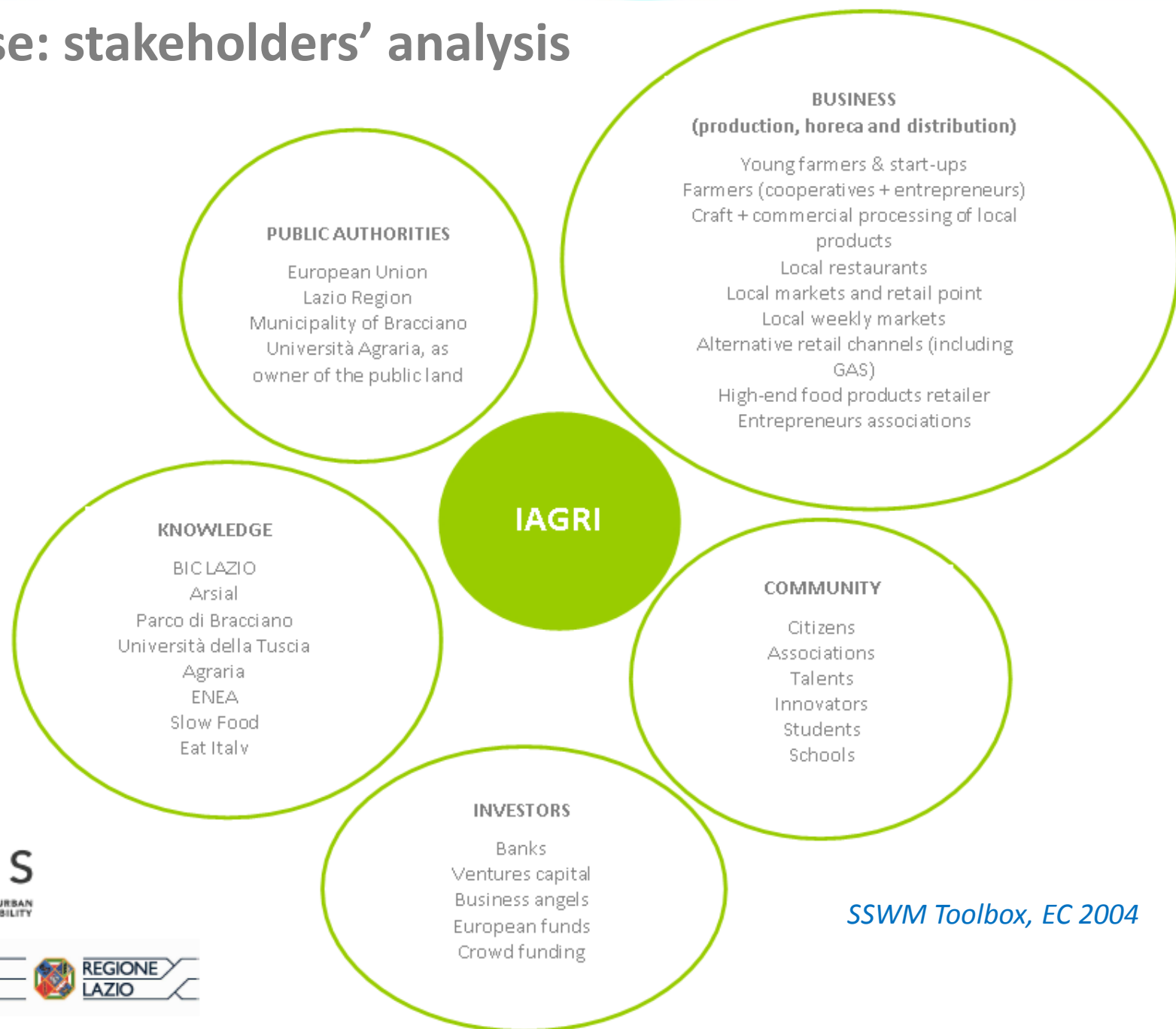
## CORE PROBLEM

- peripheral zones of Rome: dormitories for people who work in city centre offices
- landscaping changes: from agriculture and craft to construction and services
- number of citizens in the peri-urban area has more than doubled (problems in transports; waste management)
- economic crisis has halted residential development in the periphery, leaving many plots abandoned

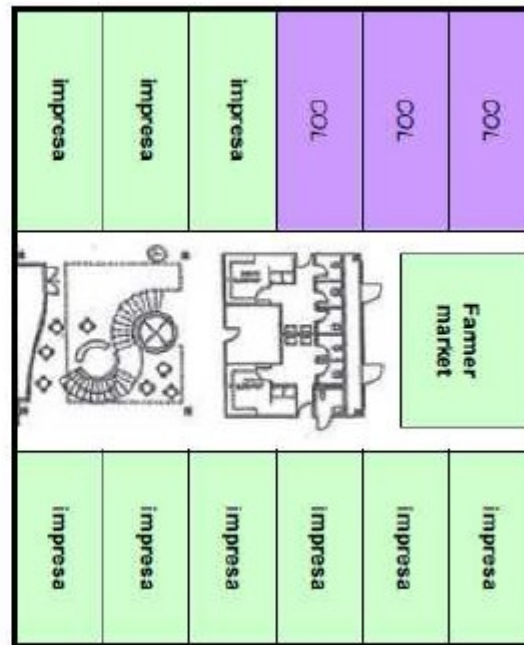
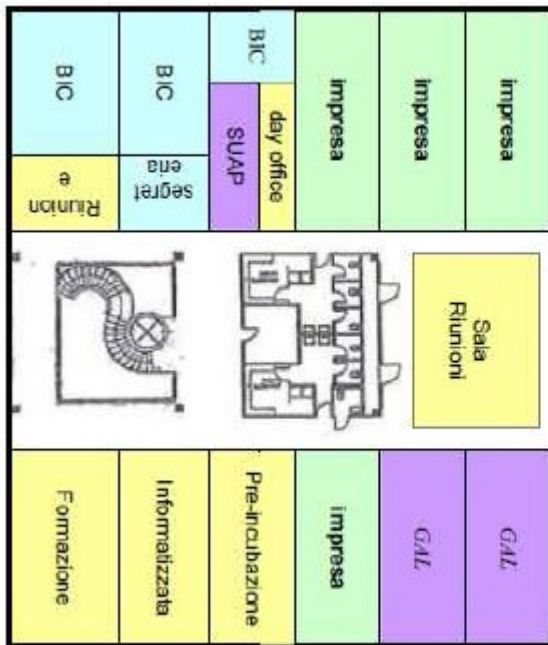
*SSWM Toolbox, EC 2004*



# Lazio case: stakeholders' analysis



# Lazio case: reinforcing short chain agrifood producers



SSWM Toolbox, EC 2004

# Lazio case: attracting capitals to support green micro and SMEs

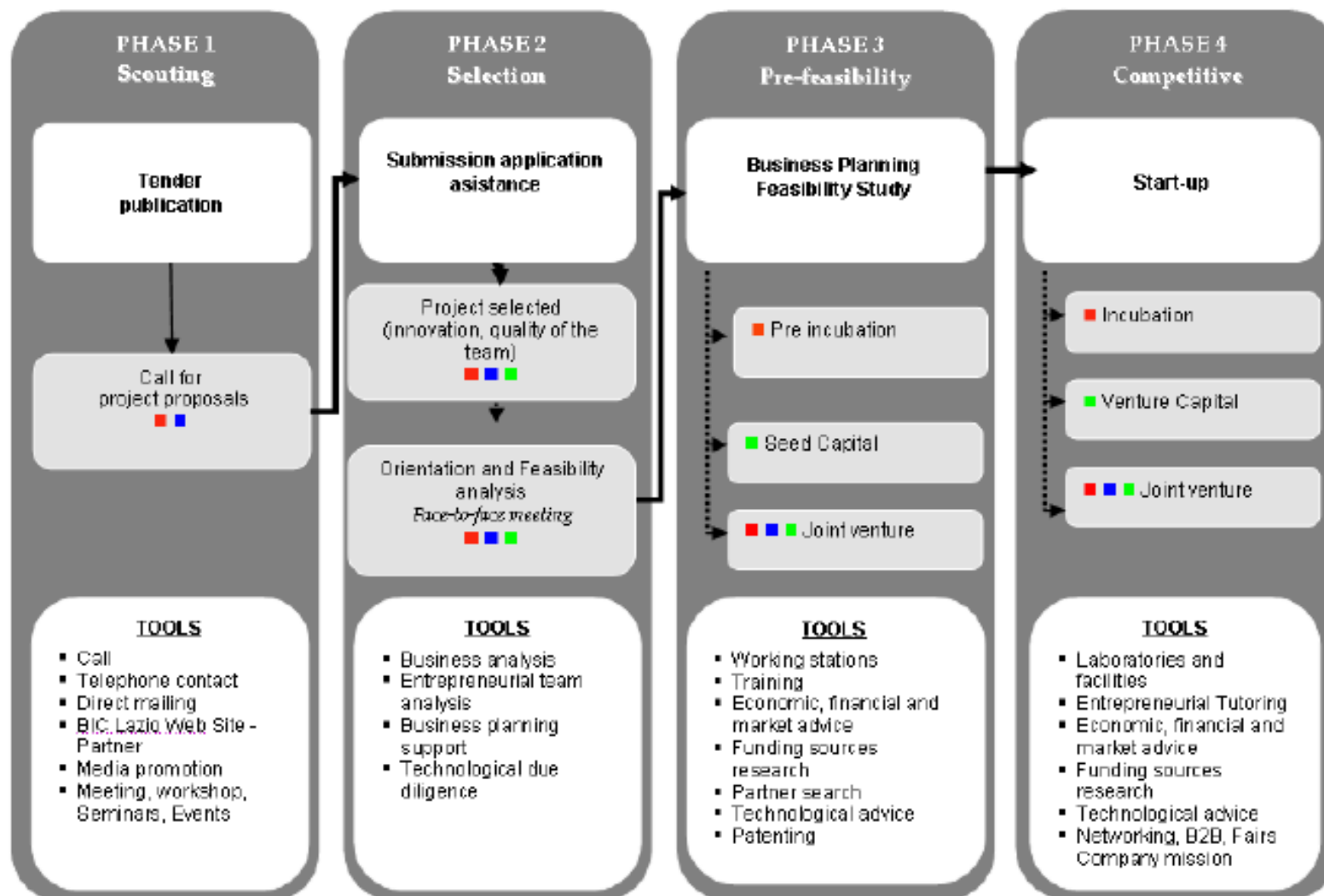


**TURAS**  
TRANSITIONING TOWARDS URBAN  
RESILIENCE AND SUSTAINABILITY



REGIONE  
LAZIO

## Flow of activities



Who is doing what ■ BIC Lazio ■ Scientific Partner ■ Entrepreneurial/Financial Partner



# From PCM to PM<sup>2</sup>



# PCM's strengths and weaknesses

- Not a standard, **but a methodology (and an approach)**
- Not revolutionary, **but likely to frame and articulate ongoing practices**
- Not an exact standard, **but a supporting tool to structure learning processes**
- Many agencies talk about it, few are actually good at it
- **Widely applicable – usefulness goes beyond development**
- **Value**



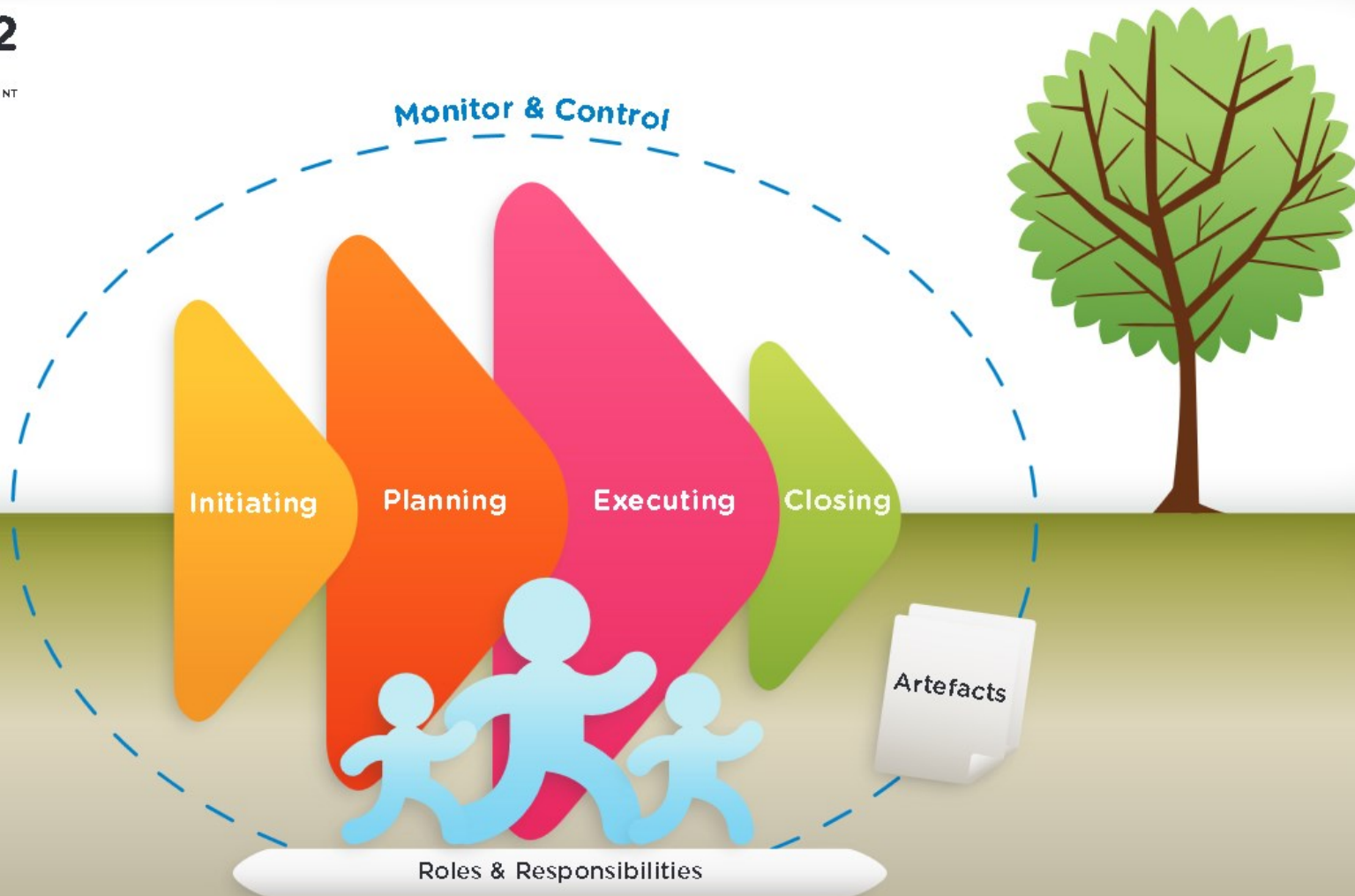
# From PCM to PM<sup>2</sup>

For a long time, the European Union relied on a project cycle management model, the so-called Project Cycle Management - PCM.

This approach ([cannot be called a methodology](#)) did not provide enough concrete responses to the challenges in planning and monitoring various projects funded from the EU funds.

As a result, the European Commission decided to develop [the Open Project Management Methodology - OpenPM<sup>2</sup>](#).





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## INITIATING

### ACTIVITIES

- Document the idea/need
- Identify key stakeholders (and their needs)
- Create a business justification for the project
- Define the project scope and organisation

### ARTEFACTS

- ☐ Project Initiation Request
- ☐ Business Case
- ☐ Project Charter
- ☐ Project Logs (setup)

## PLANNING

### ACTIVITIES

- Organise a Kick-off Meeting
- Tailor the PM<sup>2</sup> process
- Assign Roles & Responsibilities
- Elaborate project scope
- Develop work breakdown & project schedule
- Develop Project Plans
- Distribute plans to stakeholders

### ARTEFACTS

- ☐ Planning Kick-off/MoM
- ☐ Project Stakeholder Matrix
- ☐ Project Handbook
  - » Roles & responsibilities
  - » Management plans
  - » Team Charter
- ☐ Project Work Plan
- ☐ Outsourcing Plan
- ☐ Deliverables Acceptance Plan
- ☐ Transition Plan
- ☐ Business Implementation Plan

## EXECUTING

### ACTIVITIES

- Organise a Kick-off Meeting
- Coordinate project execution
- Conduct Meetings
- Assure quality
- Create project reports
- Distribute information
- Ensure deliverables acceptance

### ARTEFACTS

- ☐ Executing Kick-off Agenda/MoM
- ☐ Meeting Agendas/MoMs
- ☐ Change Requests
- ☐ Quality Review Report
- ☐ Project Status Report
- ☐ Project Progress Report
- ☐ Deliverables Acceptance Note

## CLOSING

### ACTIVITIES

- Organise a Project-End Review Meeting
- Capture lessons learned and post-project recommendations
- Get final project acceptance
- Release project resources
- Archive project information
- Close the project

### ARTEFACTS

- ☐ Project-End Review Agenda/MoM
- ☐ Project-End Report
  - » Lessons Learned
  - » Best Practices
  - » Post Project Recommendations
- ☐ Project Acceptance Note

## MONITOR & CONTROL

### ACTIVITIES

- Monitor Project Performance
- Control Schedule
- Control Cost
- Manage Stakeholders
- Manage Requirements
- Manage Project Change
- Manage Risks
- Manage Issues and Decisions
- Manage Quality
- Manage Deliverables Acceptance
- Manage Transition
- Manage Business Implementation
- Manage Outsourcing

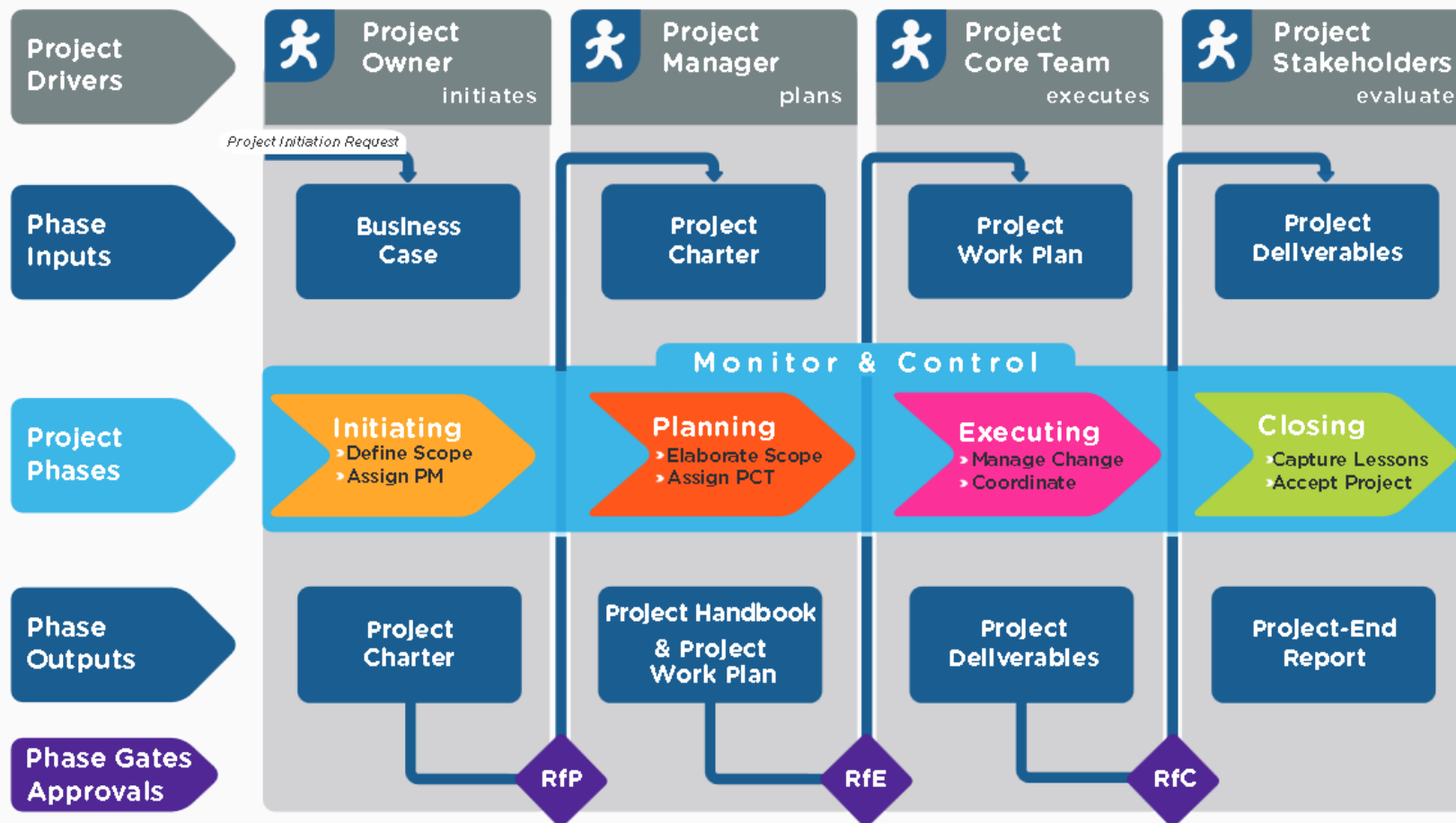
### ARTEFACTS

#### Regularly updated

- ☐ Risk Log
- ☐ Issue Log
- ☐ Decision Log
- ☐ Change Log
- ☐ Project Work Plan
- ☐ Requirements Document

#### Checklists

- ☐ Phase-exit Review checklist
- ☐ Quality Review checklist
- ☐ Deliverable Acceptance checklist
- ☐ Transition checklist
- ☐ Business Implementation checklist
- ☐ Stakeholder checklist



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# PM<sup>2</sup> CANVAS

Project Title: \_\_\_\_\_

## Project Scope

IN

OUT

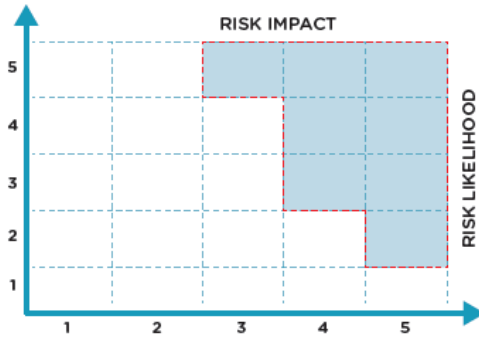
## Assumptions and Constraints

## Outputs/Deliverables

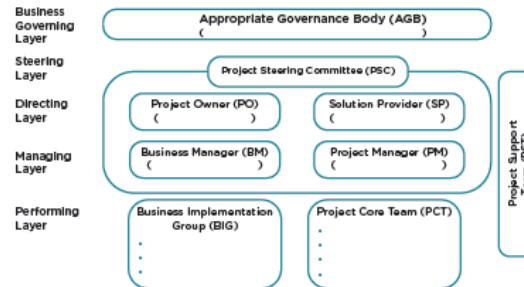
## Desired Outcomes

## Benefits

## Risks



## Governance and Team



## Budget

## Critical Success Criteria

## Critical Success Factors

## Stakeholders

## PM<sup>2</sup> Handbook

## Milestone Schedule



RfP

RfE

RfC










Date:

Date:

Date:



# Summary of potential CE business model elements to consider

<b>Key Partners</b>   <b>Circular materials supplier</b>  <b>Reverse logistics</b>  <b>Technology</b>	<b>Key Activities</b>   <b>Product design</b>  <b>Reverse logistics</b>  <b>Service provision</b>  <b>Key Resources</b>   <b>Asset management platform</b>  <b>Specialised production process</b>  <b>Assets</b>	<b>Value Propositions</b>   <b>Lower (lifetime) cost</b>  <b>Performance</b>  <b>Access</b>  <b>Sustainability</b>  <b>Co-value</b>	<b>Customer Relationships</b>   <b>Long-term or recurring?</b>  <b>Transactional?</b>  <b>Channels</b>   <b>Return channel</b>  <b>Re-sale channel</b>  <b>Secondary material market:</b>	<b>Customer Segments</b>   <b>New customer segment?</b>  <b>Vertical customer?</b>
<b>Cost Structure</b>   <b>Labour</b>  <b>Materials</b>  <b>Waste Disposal</b>  <b>Financial Incentive</b>  <b>Financing cost</b>		<b>Revenue Streams</b>   <b>Product sale revenue</b>  <b>Service sale revenue</b>  <b>Bundled product-service sale revenue</b>  <b>Waste-as-value</b>		



# Concept Note Generic Template

- **Development impact and policy theme**
  - problem analysis
  - stakeholder analysis
- **PPP**
- **Project approach**
- **Project output and outcome**
- **Sustainability and potential for upscaling**
- **Provisional budget**



# Generic Template – Concept Note

Postal address (Lead partner/applicant)	House or P.O. Box number	Number addition
	Street or P.O. Box	
Postal code and city	Postal code	City
Expected Project start and duration		
Contact person		
E-mail		
Phone		

## ***Development impact (specific policy theme)***

What is the development goal the project wants to contribute to? (max 4-6 lines)

### **PROBLEM ANALYSIS**

- What is the problem/are the problems that the project aims to tackle?

Describe the wider context of the project, paying attention to the social, economic and political situation and processes. PESTEL (Political, Economic, Social, Technological, Environmental and Legal)

- How does the project relate to other relevant programmes and policies? E.g. the programmes of the EU/USAD/MOPIC.

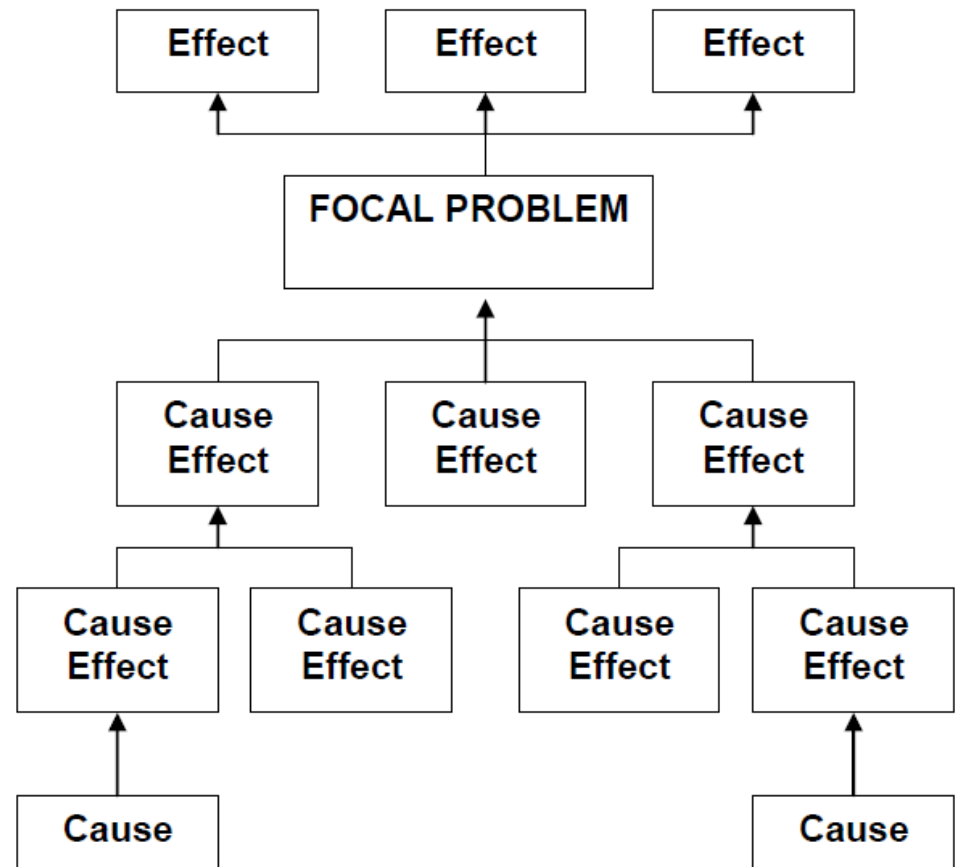
### **STAKEHOLDER ANALYSIS**

- Which stakeholders or stakeholder groups can be identified in the project context? Stakeholders are those parties influenced by the project and those that can influence the project directly or indirectly

Activate Windows  
Go to Settings to activate

# Development impact and policy theme

- problem analysis  
problem tree -  
hierarchy
- stakeholder analysis  
– participative  
/gender balance/  
compromise ?



# Stakeholder Analysis

Different opinions are important, prioritize based on National strategies alignment and Donor funding themes

## STAKEHOLDER ANALYSIS

- Which stakeholders or stakeholder groups can be identified in the project context? Stakeholders are those parties influenced by the project and those that can influence the project directly or indirectly.

Stakeholder	Role <sup>1)</sup>	Position <sup>2)</sup>	Influence <sup>3)</sup>

1) e.g. Beneficiary, decision-maker, supplier, consumer, financier

2) e.g. For, against, ambiguous towards the change(s) required to meet the development goal

3) Low, medium, high

# Concept Note Generic Template

- **PPP**

- <http://www.ppplab.org/the-pppcanvas/>.

# PPP Canvas - Stakeholders

## The PPPCanvas

### Example PPP: Converting organic waste into electricity and bio-fertilizer

#### Business Ecosystem

Feed-in tariff system within new policy of the Renewable Energy Bill is favourable on paper, but is still complicated in practice.

Demand and prices for bio-fertilizer are low; chemical fertilizers more popular.

Waste management contracts/ concessions are not very transparent and although officially delegated to the Municipalities, central government is highly involved.

Tipping fees for dumping of waste not commonly accepted or too low for covering cost of processing the waste. Little efforts to stop illegal dumping of waste.

#### Key Partners

Waste processing company  
Municipality  
Engineering Firm  
Agric NGO

#### Key Activities

Design and construction of waste treatment plant (conversion of faecal sludge and organic waste into electricity and bio-fertilizer)  
Installation of waste separation and collection points and a waste management system for solid waste  
Collection of solid and liquid waste  
Marketing of bio-fertilizer

#### Value Proposition

**For Municipality:**  
Clean/ hygienic urban environment: access to clean (public) toilets and solid waste collection are improved and (public) toilets emptied hygienic and timely

**For Electricity Company:**  
Renewable energy: power shortages are diminished in a sustainable way

**For Agro-Input Companies/ Farmers:**  
Production of bio-fertilizer: a good quality, affordable bio-fertilizer will be available to farmers

#### Customer Relationships

Personal contacts with relevant units of municipality and electricity company. With both also formal, contractual relations exists. Relationships maintained through regular face-to-face meetings.

Promotion of bio-fertilizer product among farmers/ cooperatives/ retailers through mass media (news paper, tv & radio advertisements) and occasionally face-to-face (on fairs)

#### Customers

Municipality (as mandated authority to keep the city clean)  
Electricity Company (who needs additional energy preferably from renewable sources)  
Farmers Cooperatives/ Agricultural inputs dealers

#### Extended Beneficiaries

General citizens in the municipality (who get a clean, healthier direct environment)  
People/ institutions that are less affected by flooding thanks to cleaner drains  
Farmers of nearby fields whose irrigation water is less polluted  
Farmers and their families that benefit from good quality, affordable fertilizer.

#### Governance

Waste processing company is leading the partnership  
Management team with representatives of all four parties  
For each activity one partners is assigned final responsibility; risk for non-achievement also lies with that partner.

#### Key Resources

Expertise on waste management, waste treatment & bio-fertilizers  
Human resources  
Land for treatment plant  
Treatment plant including specialised equipment  
Waste collection trucks and sorting machines

#### Channels

Municipality: Meetings & joint site visits with municipal team  
Electricity Company: Meetings, direct contact and negotiations  
Farmer Cooperatives: through Agriculture Extension Services, advertisements, trade fairs, mailings, agro-input companies

#### Cost Structures

**Capital costs:**

- Construction of plant (civil works) (\$ 3 M; 60% of capex)
- Installation of machinery & equipment (\$ 1.5 M; 30% of capex)
- Procurement of waste collection trucks (\$ 0.5 M; 10% of capex)

**Operation & Maintenance costs:**

- Staff costs (\$ .../year; 40% of Opex)
- Inputs (fertiliser enrichment, fertiliser packaging) (\$ .../year; 20% of Opex)
- Supplies/ spare parts for maintenance plant (\$ .../ year; 15%)
- Running costs and maintenance of trucks (\$ .../ year; 13%)
- Office & marketing (for fertilizer) costs (\$ .../ year; 10%)
- Financing costs (\$ ...; 2%)

#### Impact

- Improved hygiene, health and quality of life for urban slum communities through improved sanitation services and waste management and less flooding
- Improved environmental sanitation, food security and access to clean energy
- Less pollution of surface water sources
- Macro-economic gains due to less degrading of environmental resources, a.o. positive impact of cleaner environment on tourism
- Change of mindset and proof of concept facilitates scaling up/replication

#### Revenue Streams

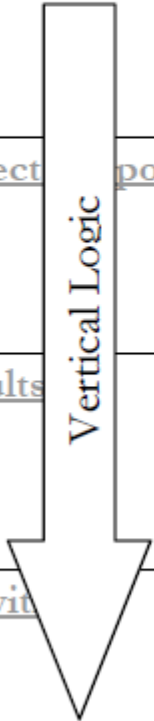
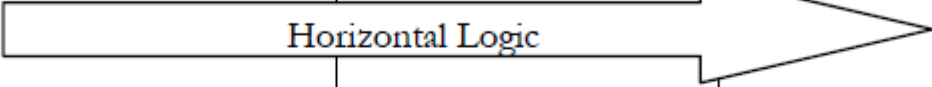
**For capital costs:**

- Grants from donors and development bank (\$ 3.5 M; 70% of Capital costs)
- Soft Loan (\$2 M)

**From products/ services delivered:**

- Sales of electricity (\$ .../ year)
- Sales of bio-fertilizer (\$ .../ year)
- Tipping/ dump fees by waste companies (\$ .../ year)
- Waste collection / toilet emptying fees (\$ .../ year)
- Management fee paid by Municipality (\$ .../ year)

# Simplified Log Frame Matrix – PM/PPM

PROJECT PLANNING MATRIX			
Intervention Logic	Indicators	Means of Verification	Assumptions
<u>Overall Objective</u> 			
			
<u>Project Purpose</u>			
<u>Results</u>			
<u>Activities</u>	<u>Means</u>	<u>Cost</u>	<u>Pre-Conditions</u>

## GGGI PCM Manual, Part 2: Proposal Development and Resource Mobilization

Sub-process 2.1	Prepare Concept Note	Service Standard
		Not Applicable
Main actor	Proposal Development Lead	
Actions	<p>With the full involvement of the Proposal Development Team, the Project Development Lead shall:</p> <ul style="list-style-type: none"> <li>• Review and document all donor requirements to support effective proposal development.</li> <li>• Develop and embed a robust theory of change and (simplified) Logframe.</li> <li>• Define main project outputs, and their approximate cost using historical cost data.</li> <li>• Develop overall budget showing the split of donor funds, GGGI and government co-financing and expected project spend over time.</li> <li>• Identify any additional resources (e.g. consultants, travel) that may be needed to develop a Full Proposal.</li> <li>• Highlight cost of current staff, both as nominal and percentage of total proposal staffing costs.</li> <li>• Seek any additional professional input and advice from Finance, Human</li> </ul>	



# Theory of Change

Patricia Rogers, another well-known evaluation expert puts it like this: 'Every programme is packed with beliefs, assumptions and hypotheses about how change happens – about the way humans work, or organisations, or political systems, or eco-systems. Theory of change is about articulating these many underlying assumptions about how change will happen in a programme.'

Context for the initiative PESTEL, the current state of the problem the project is seeking to influence and other actors able to influence change • Long-term change that the initiative seeks to support and for whose ultimate benefit • Process/sequence of change anticipated to lead to the desired long-term outcome • Assumptions about how these changes might happen, as a check on whether the activities and outputs are appropriate for influencing change in the desired direction in this context. • Diagram and narrative summary that captures the outcomes of the discussion



# Indicators & Future Sustainability

- Output indicators
- Impact indicators (measurements of change)

## POTENTIAL FOR UPSCALING

Projects with a considerable scaling potential contribute in general more substantially to reaching the development impact on the specific policy themes.

- How can the project be scaled up?

# Budgeting

- Activity based costing
- MAP LOG Framework

PROJECT PLANNING MATRIX			
Intervention Logic	Indicators	Means of Verification	Assumptions
<u>Overall Objective</u>	Horizontal Logic		
<u>Project Purpose</u>			
<u>Results</u>			
<u>Activities</u>	<u>Means</u>	<u>Cost</u>	<u>Pre-Conditions</u>

Vertical Logic

Active Go to S

# SWIM and Horizon 2020 Support Mechanism

Working for a Sustainable Mediterranean, Caring for our Future

## Questions?

This Project is funded by the European Union



# SWIM and Horizon 2020 Support Mechanism

Working for a Sustainable Mediterranean, Caring for our Future

Thank you for your attention.

This Project is funded by the European Union





# BREAK

# SWIM and Horizon 2020 Support Mechanism

Working for a Sustainable Mediterranean, Caring for our Future

## Project Planning for Green Growth Actions according to the National Action Plan for Green Growth process

Mr. Marshall BROWN, GGGI Expert

Mr. Abdullah BDEIR, SWIM H2020 SM Expert

SWIM and Horizon 2020 SM EFH-JO-3 Workshop 2

10 February 2019, Amman, Jordan

This Project is funded by the European Union



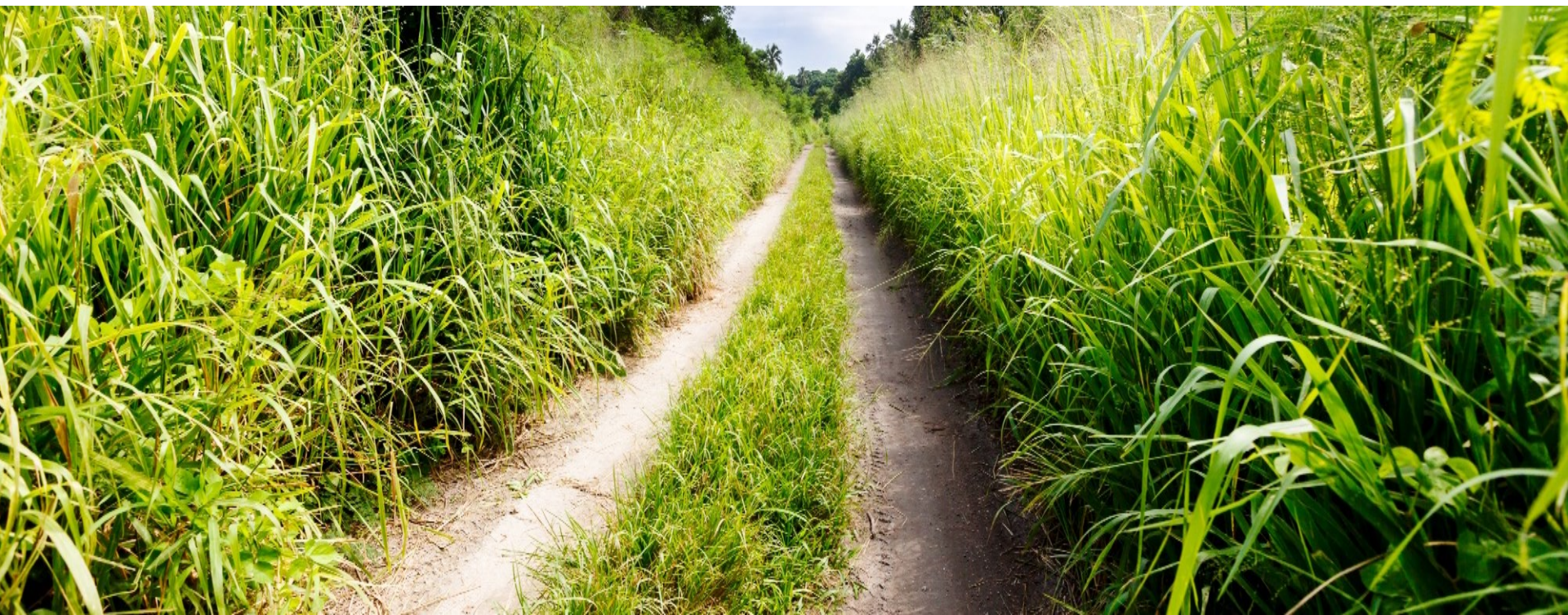


# Planning and Implementation of Jordan's National Action Plan for Green Growth, 2020-2030

8 February 2019

*SWIM H2020 SM Workshop: Training on Concept Note Development for Green Growth and SCP*

*Geneva Hotel, Amman, Jordan*





# Project Cycles



Project Charter

Project Initiation

Scope & Budget

Work Breakdown Schdue

Gantt Chart

Communication Plan

Risk Management

Status & Tracking

KPIs

Quality

Forecasts

Objectives

Quality Deliverables

Effort & Cost Tracking

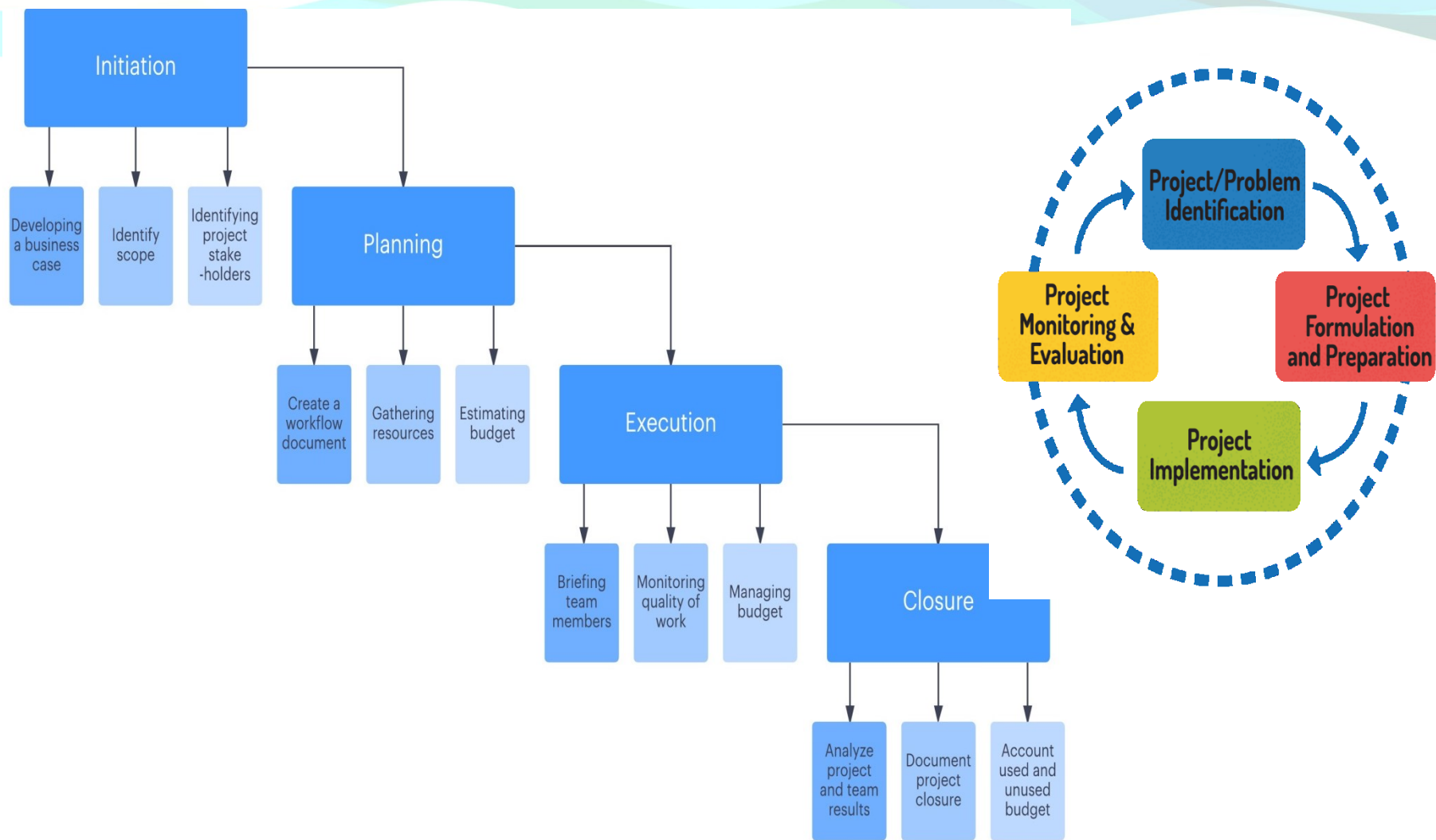
Performance

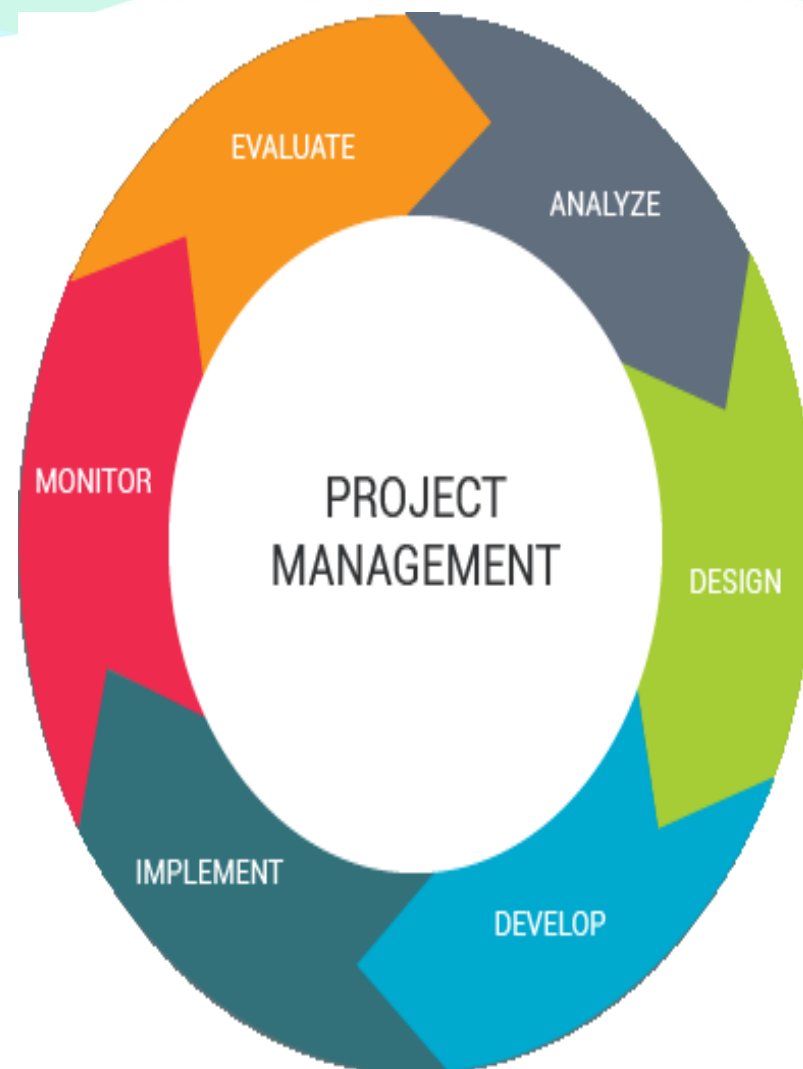
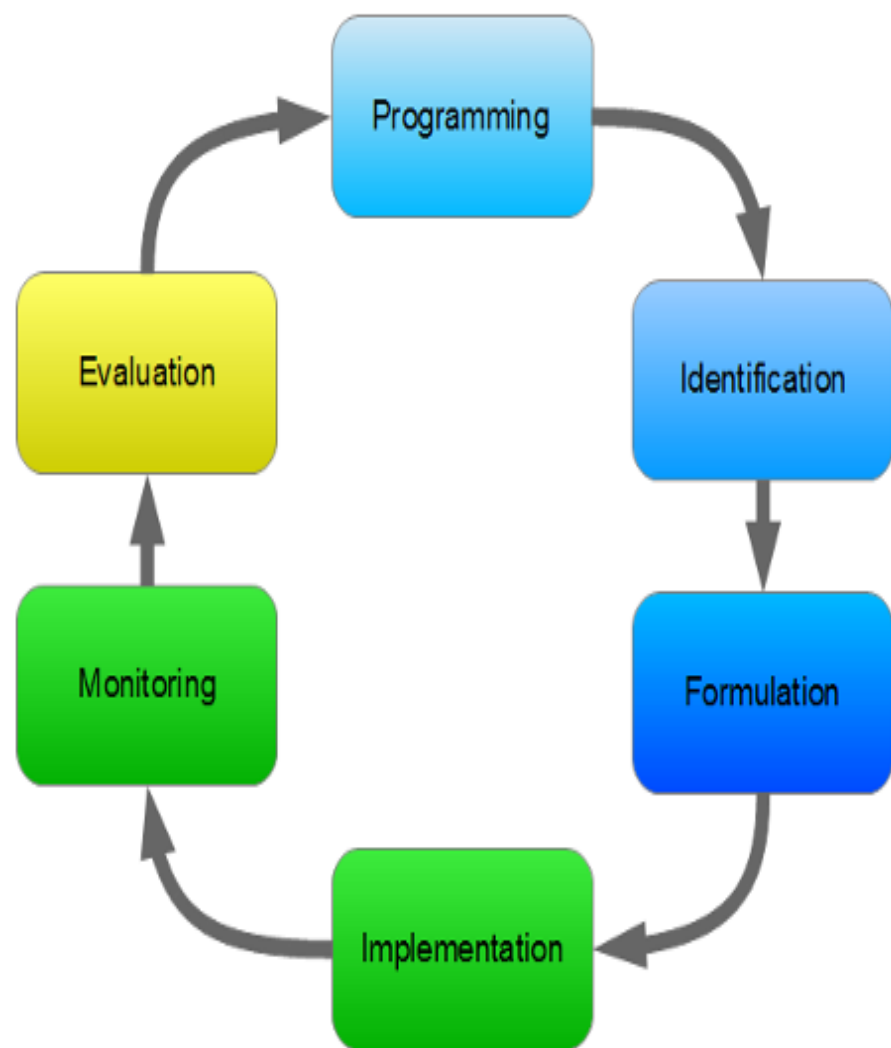
Post Mortem

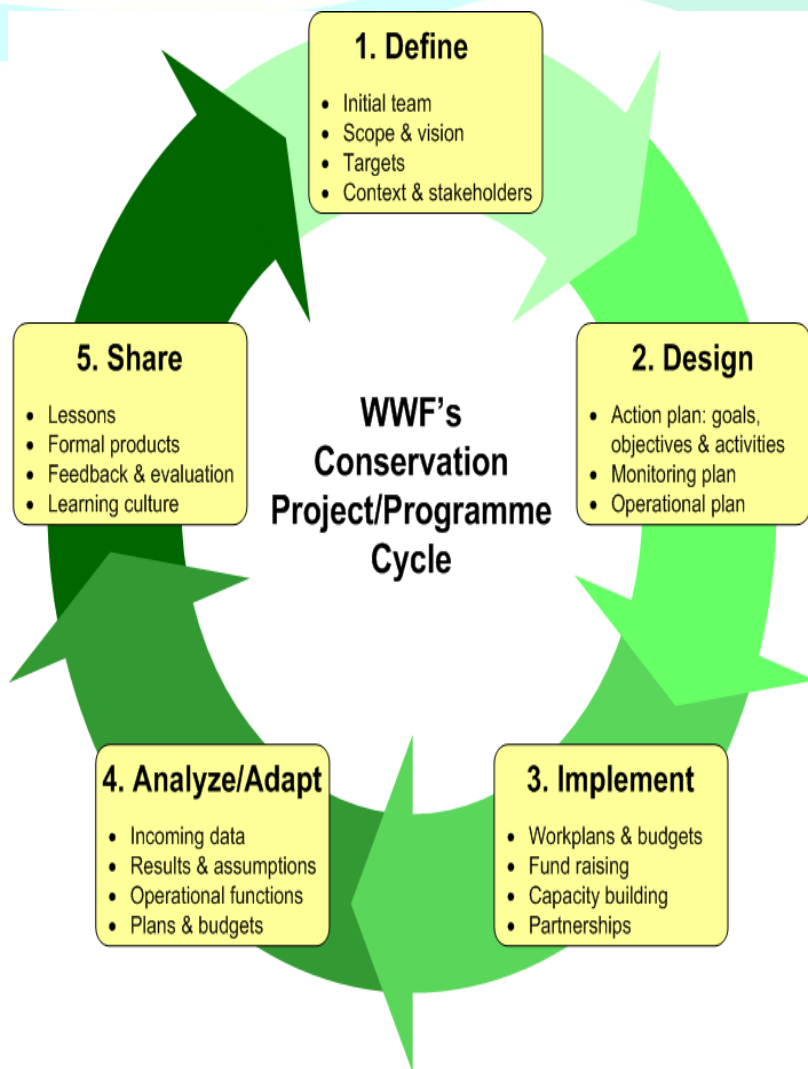
Project Punchlist

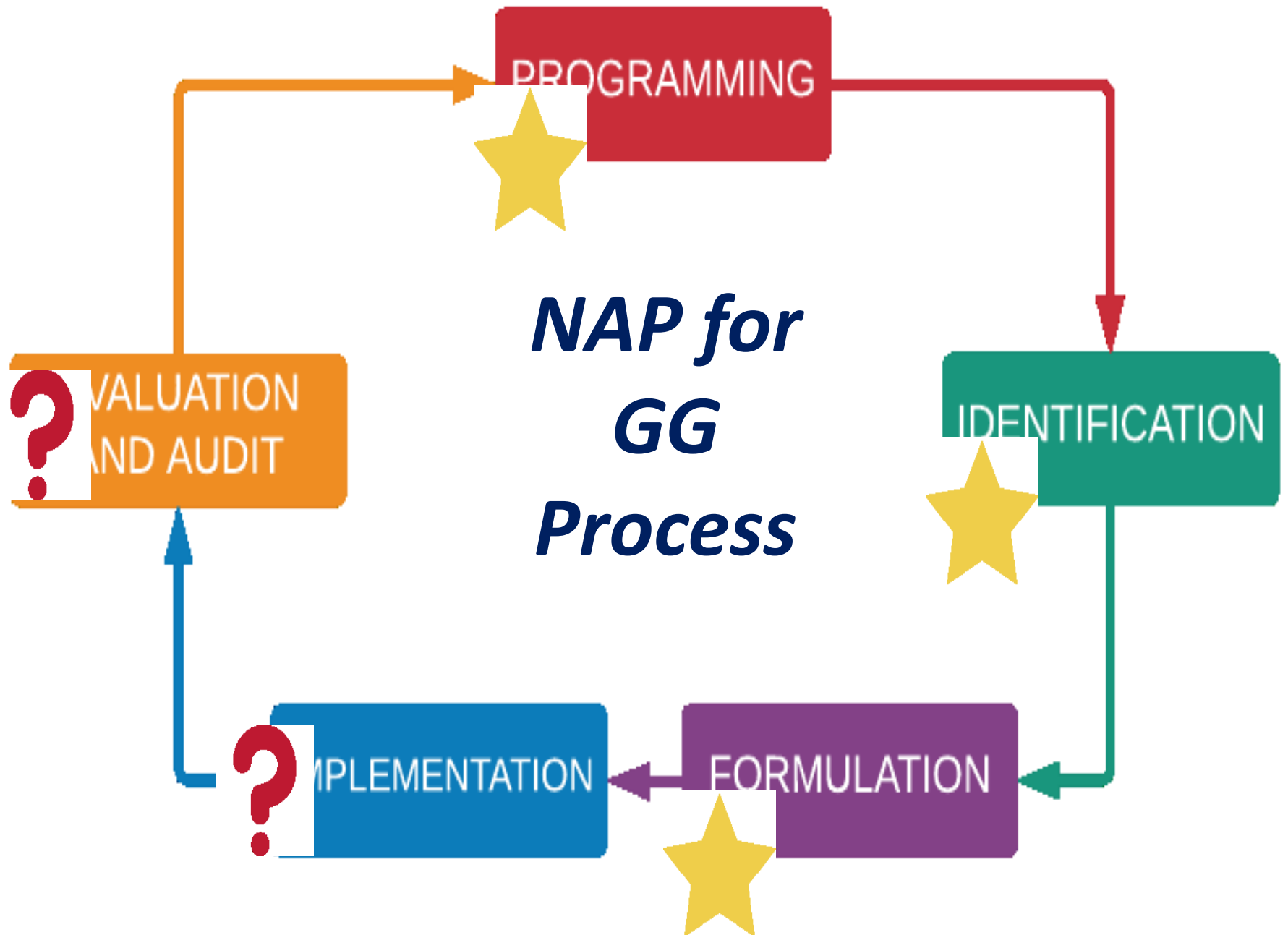
Reporting





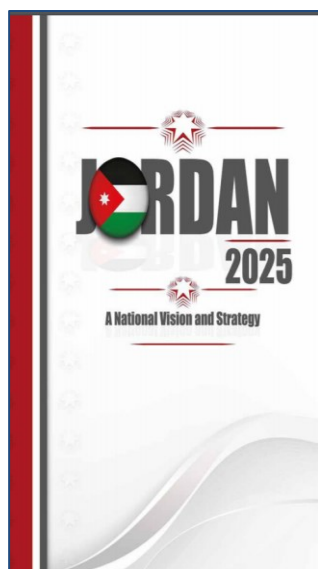
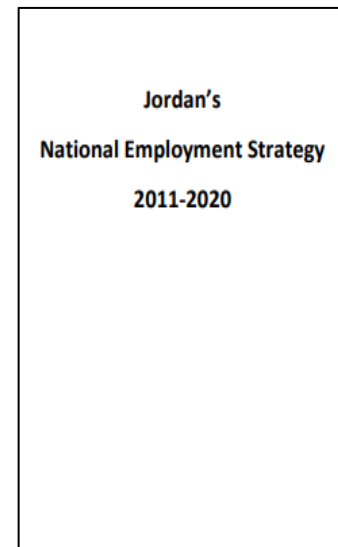
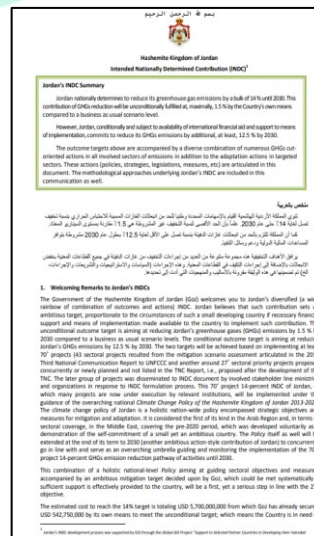
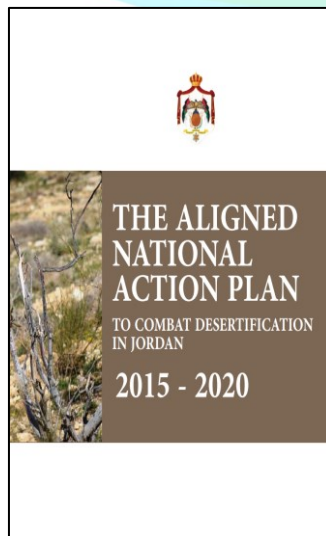
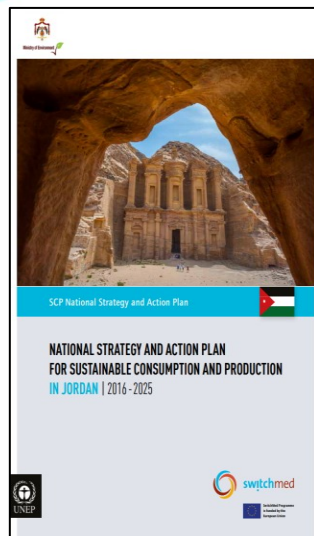
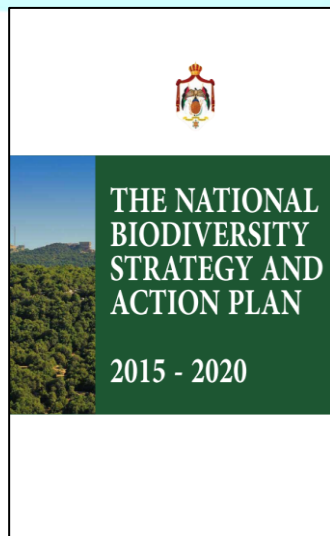






# “Just Another Plan”





# Necessary Conditions for Implementation

Ideas/Solutions

Resources

Political Will

Processes

Best Practices

Donor funds (grants)

Priority

Program  
Planning

Analysis

National finance (banks  
or funds, govt budget)

Strategic  
Alignment

Project cycles

Reality Check

International finance  
(dev banks, bilateral  
aid)

Trust and  
Ownership

Quality  
Assurance

Innovation

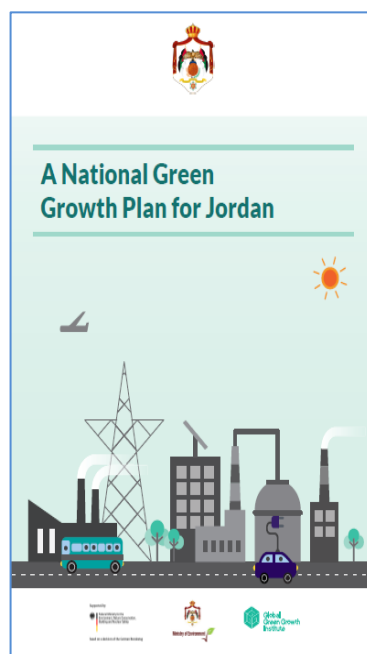
Private sector  
investment

Sustainability

# About the NGGP Action Plan

# The NGGP as a Development Tool

- Uses unique cost-benefit analysis methodology to understanding implementation gaps
- Roadmap and recommendations for implementing green growth in Jordan
- Focuses on financing and capacity challenges – including project preparation, policies for improving investment environment and access to finance
- Linked to Vision 2025, NDC and SDGs



- Development led by Green Economy Unit at Ministry of Environment
- Overseen by the Higher Steering Committee for Green Economy and Green Growth Technical Committee
- Approved by Cabinet in February 2017
- Special Recognition from League of Arab States in April 2017, launched in May 2017

# Why the Action Plan Project?

1. **Mainstreaming Green Growth:** “Shifts in the mindsets and behaviors of both policy makers and the Jordanian people.” (NGGP, 2017).

**Outcome:** Transition to a Green Economy (by 2030)

**Project Objective:** Green Growth as core of Jordan’s next ‘Vision’ document

2. **Implementation of the National Green Growth Plan**

**Outcome:** Green growth impacts – *Economic growth that is environmentally sustainable and socially inclusive.*

**Project Objective:** National Action Plan for Green Growth approved and implemented

3. **Efficient and Effective Implementation**

**Outcome:** Implementation of Green Growth is enhanced through learning, monitoring and reporting

**Project Objective:** Design system and process for tracking green growth results in Jordan



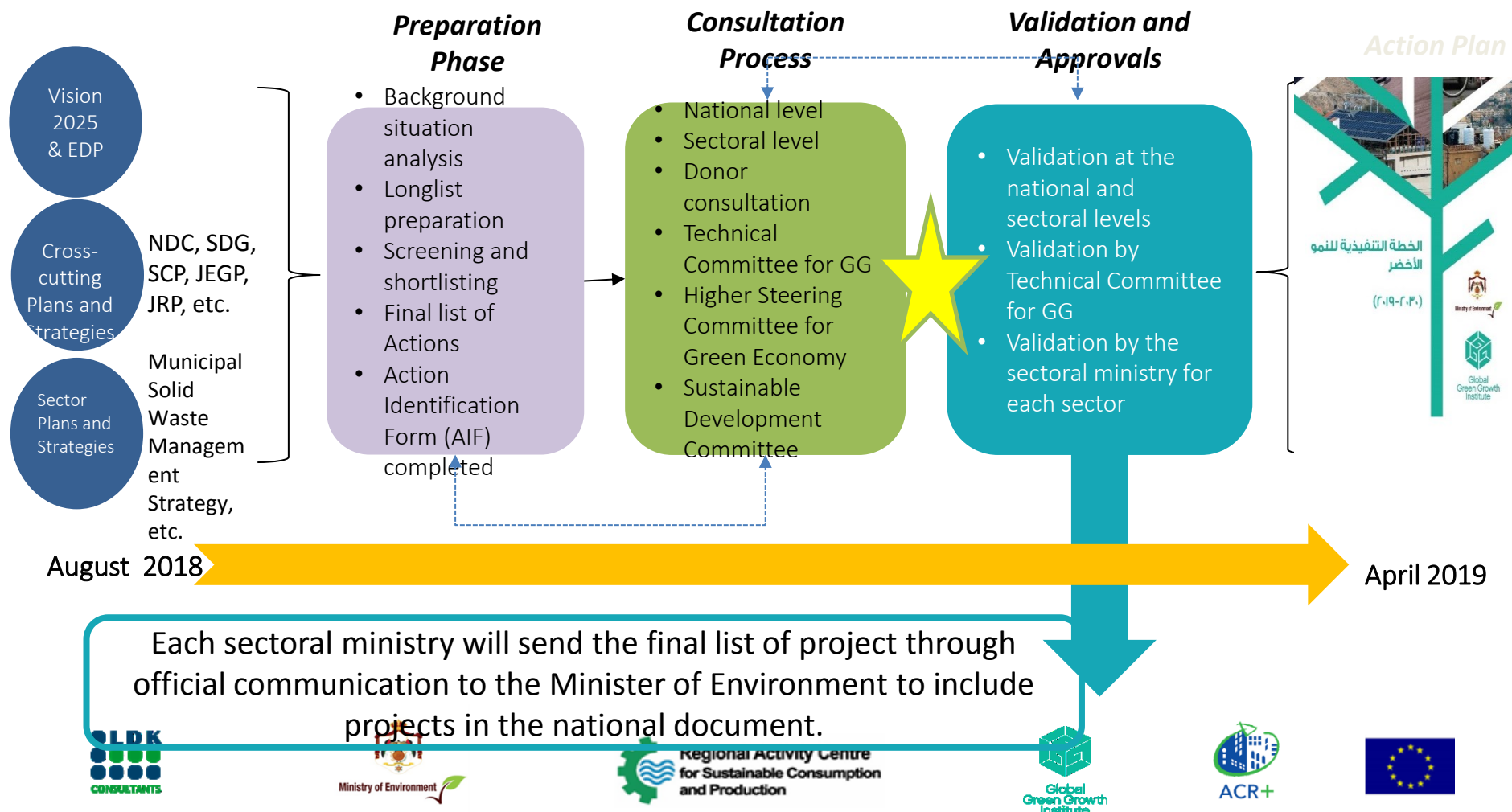
# About the NGGP Action Plan



- 1. National Green Growth Objectives (POLITICAL WILL)**
  - High-level analysis of the state of green growth in Jordan
  - List of national green growth objectives - environment, economic and social dimensions
- 2. 6 Sector Implementation Action Plans (IDEAS, PROCESS)**
  - Each action plan contains: Sectoral green growth analysis, priority green growth actions as KPIs, implementation gap analysis for key actions, sector contribution to national objectives
- 3. 1 Cross-Cutting Action Plan (PROCESS)**
  - Contains priority actions related to environmental, economic and social dimensions as KPIs, implementation gap analysis and contribution to national objectives
  - Actions designed to enhance cross-sectoral implementation (such as capacity building, governance and institutional arrangements.) and projects needed to implement actions.
- 4. National Green Growth Results Framework mapping (PROCESS)**
  - National and Sectoral indicators and KPIs
  - Baselines vs. Targets
  - Timelines for implementation
  - Cost and potential resources for implementation
- 5. Monitoring and Reporting Arrangements (PROCESS)**
  - Defines data collection and reporting process



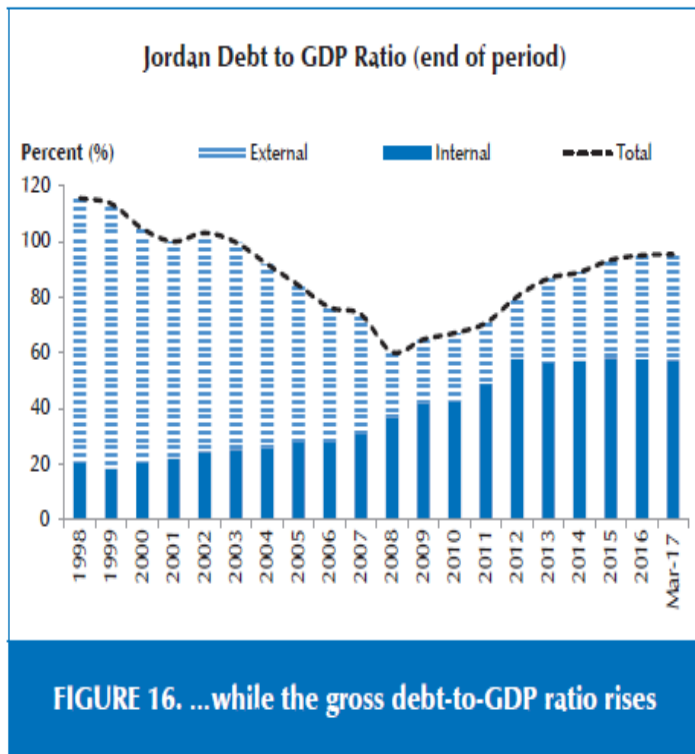
# Process for Developing the National Action Plan for Green Growth





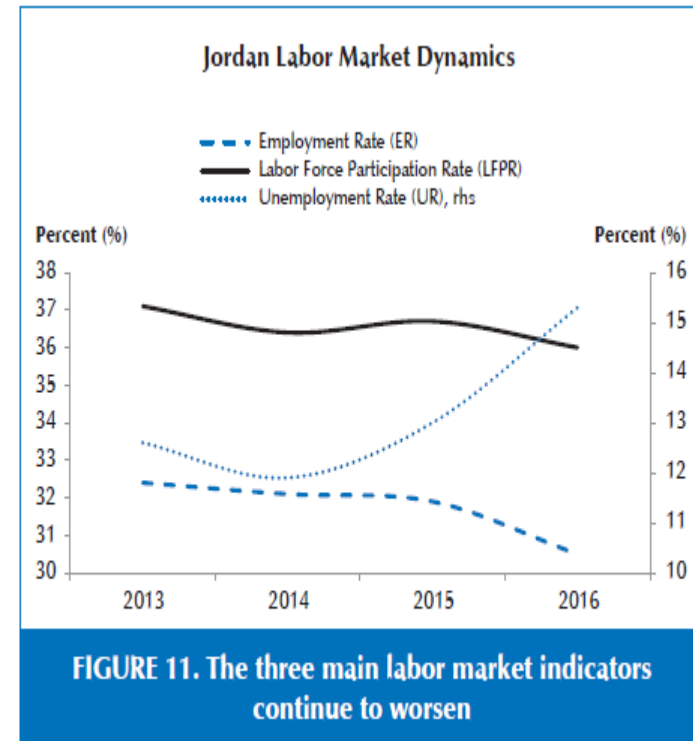
# Strategic/Program Planning for Green Growth in Jordan

# Rethinking Solutions to Economic, Environmental and Social Challenges



Source: Ministry of Finance and World Bank staff calculations

## Fiscal Constraints



Source: Department of Statistics and World Bank staff calculations

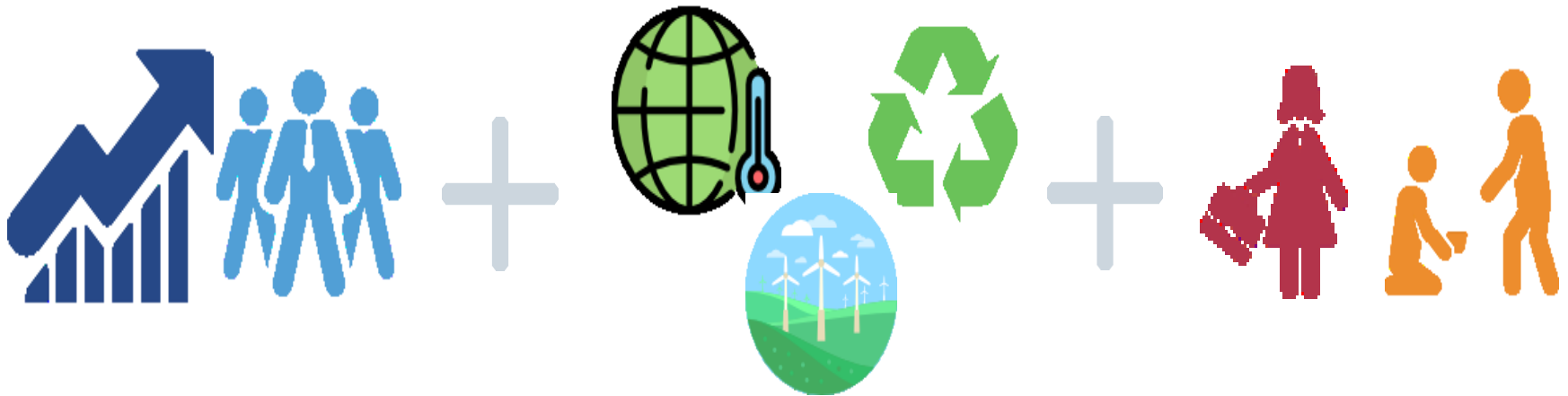
## Unemployment Challenges



# Green Growth Defined

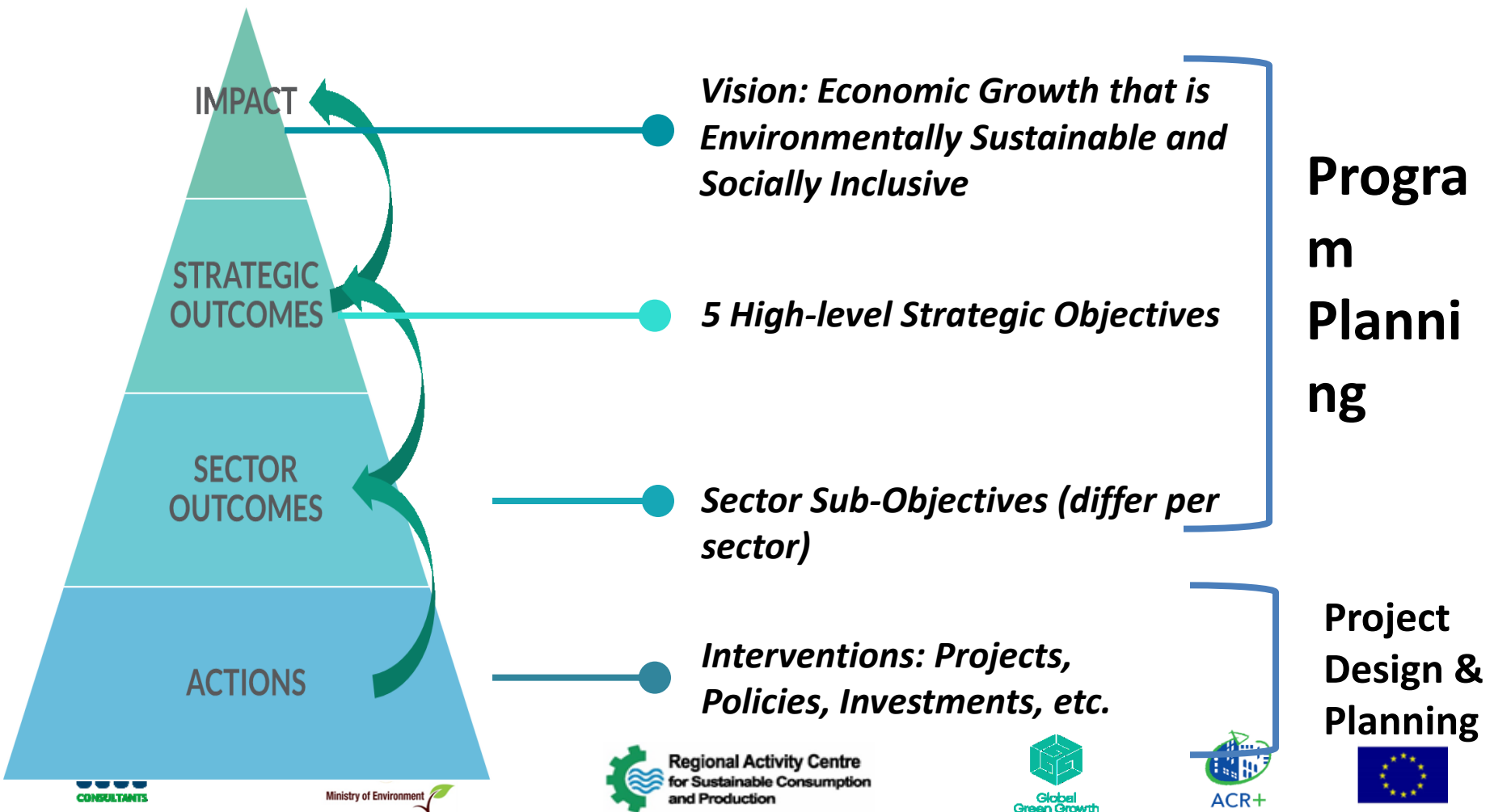
*Economic growth* which is both *environmentally sustainable* and *socially inclusive*.

## Quality of Growth Matters!

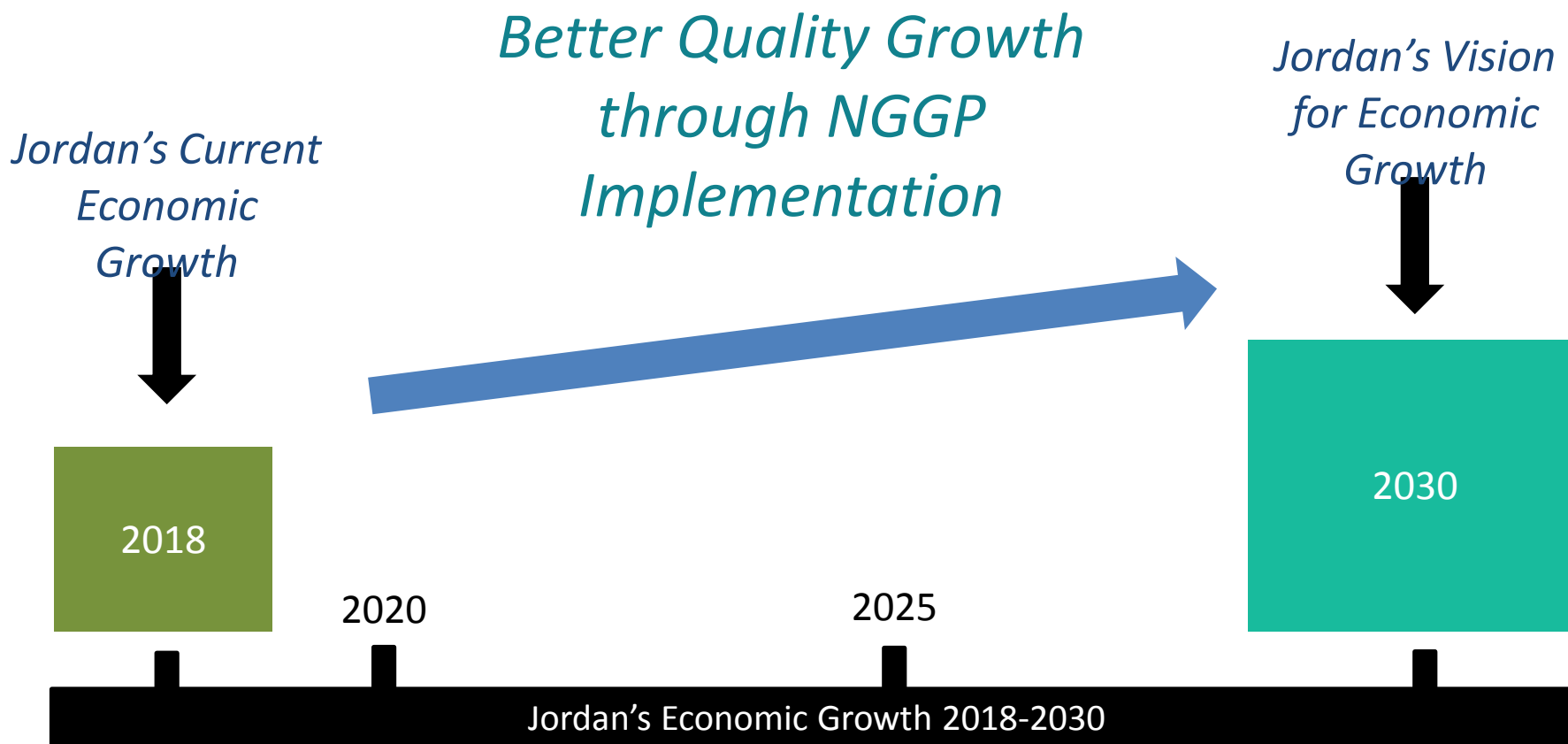


- Development approach that *operationalizes a path toward sustainable development*
- Applies *economic solutions* to common environmental and development challenges
- Aims to *leapfrog* “brown” development in developing economies
- Leverages *inter-sectoral linkages and synergies* for better solutions

# Green Growth Theory of Change in Jordan



# Jordan's Green Growth Vision



# 5 Dimensions of Green Growth in Jordan

*Economic growth which is both environmentally sustainable and socially inclusive.*



Natural Capital



Resource Efficiency



Climate Change Mitigation and Adaptation



Economic Growth and Sustainability



Social Development and Poverty Reduction



# Jordan's 5 Strategic Objectives of Green Growth



## Dimension

## National Green Growth Objective

### Natural Capital

Improving the quantity and quality of natural resources used to generate economic growth and ecosystem services that support economic activities.



### Resource Efficiency

Improving the efficiency of the process of converting resources into economic outputs.



### Climate Change Adaptation and Mitigation

Improving how resilient Jordan's economy is to ecological and climate-related shocks and risks and reducing the economy's contribution to climate change.



### Economic Growth and Sustainability

Improving the enabling environment for green growth by creating opportunities to participate in the green economy across sectors and members of society.



### Social Development and Poverty Reduction

Improving the way in which the benefits of economic development are distributed across different genders, social groups and regions.

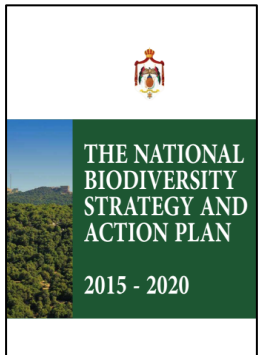


# Natural Capital



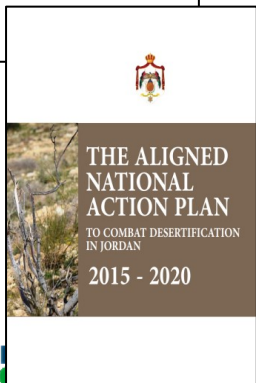
**Jordan's Green Growth Objective:** Improving the quantity and quality of natural resources used to generate economic growth and ecosystem services that support economic activities.

MoEnv



**Convention on  
Biological Diversity**

- Highlights growth which sustains natural capital – **the** stocks of natural resources which can supply a continuous flow of benefits in the form of ecosystem services.
- Seeks to redress these market failures by valuing ecosystem services and ensuring there are policies in place to ensure maximum benefit



**United Nations**  
Convention to Combat  
Desertification



# Social Development and Poverty Reduction



Jordan's Green Growth Objective: Improve the way in which the benefits of economic development are distributed across different genders, social groups and regions.

- Highlights growth for the benefit of all of society, all children, women, and men, in areas across all local economies, including poor and marginalized groups.
- Includes well governed, accountable institutions and people-oriented policies that empower communities are critical for achieving this.
- Correlated with the quality of economic growth and the environment.



MOPIC

Jordan's  
National Employment Strategy  
2011-2020

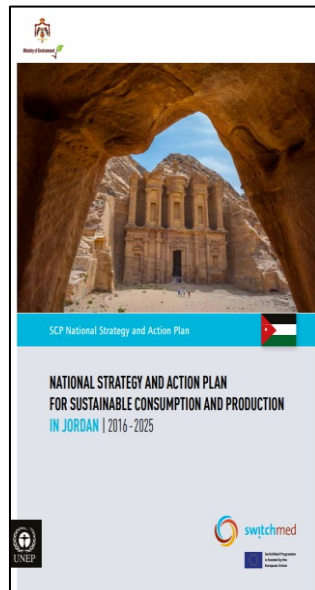
Ministry of  
Labor



# Resource Efficiency



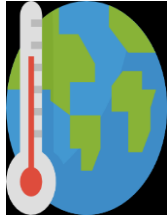
Jordan's Green Growth Objective: Improving the efficiency of the process of converting resources into economic outputs.



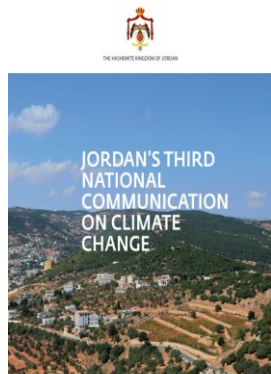
MoEnv

- Aims to leapfrog the resource-intensive and environmentally unsustainable model of industrial development pioneered by the majority of advanced economies.
- Measures how efficiently (or wastefully) economic outputs are produced and consumed.
- Compares economic outcomes with the environmental inputs or pollution associated with production or embedded in consumption.

# Climate Change Mitigation and Adaptation



**Jordan's Green Growth Objective:** Improving how resilient Jordan's economy is to ecological and climate-related shocks and risks and reducing the economy's impact on global climate change.



Strategy

**MoEnv**



- **Increasing Resilience** highlights growth which builds capacity for maintaining or restoring economic, financial, social, and environmental stability in the face of climate shocks.
- **Decreasing GHG Emissions** highlights the importance of low-carbon growth to contribute to global and national efforts to mitigate climate change and minimize future adverse impacts.





# Economic Growth and Sustainability



**Jordan's Green Growth Objective:** Improve the enabling environment for green growth by creating opportunities to participate in the green economy across all sectors and members of society.



MOPIC

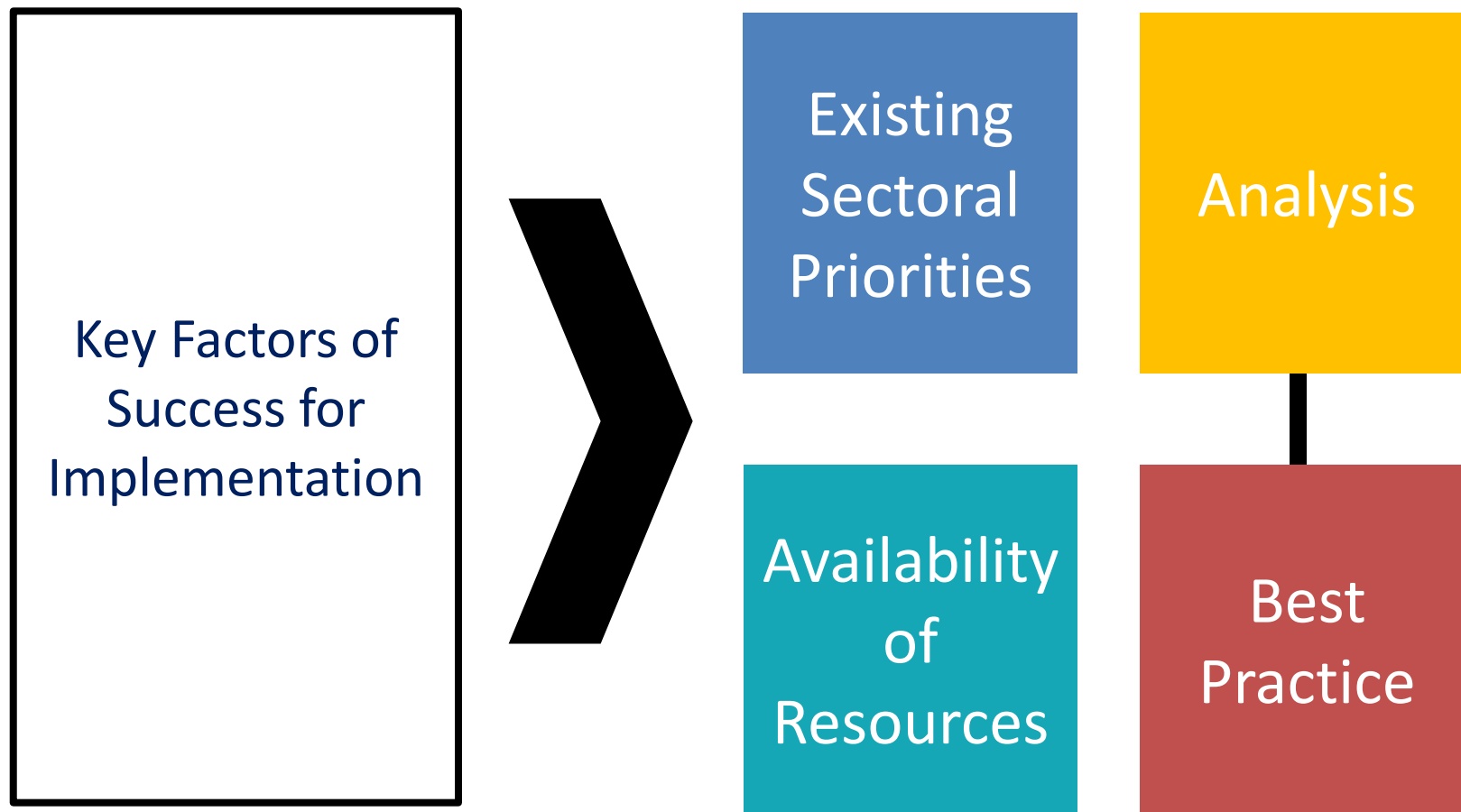


MOPIC



- Relates to the adoption and implementation of policies, enabling transformation towards Inclusive green growth as well as tracking the transformation itself.
- Accounts for the opportunities created and the efforts made to facilitate such transformations.
- Highlights the importance of Jordan's economic growth, being sufficiently robust and diverse to support broad-based development which is focused on Jordanian citizens.
- Emphasizes the importance of being able to deliver this both today and into the long-term.

# Sector Sub-Objectives



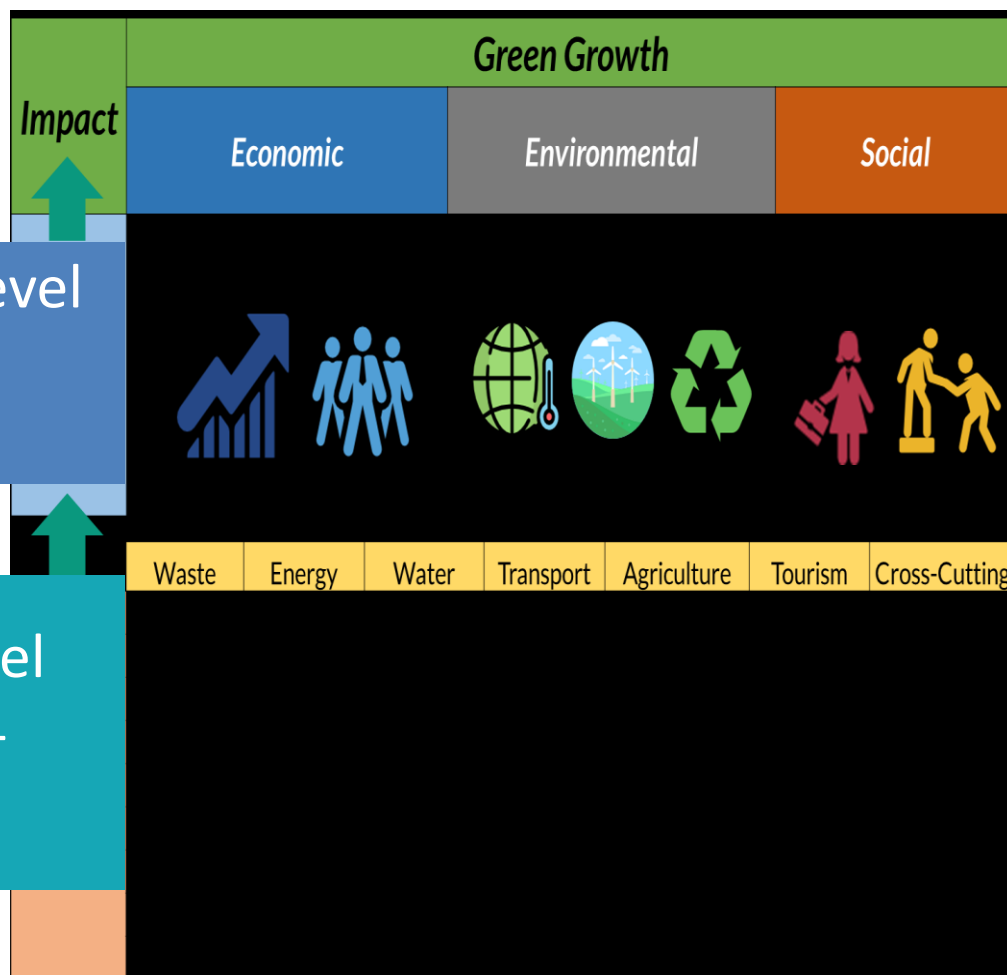


# KPIs and Program Planning

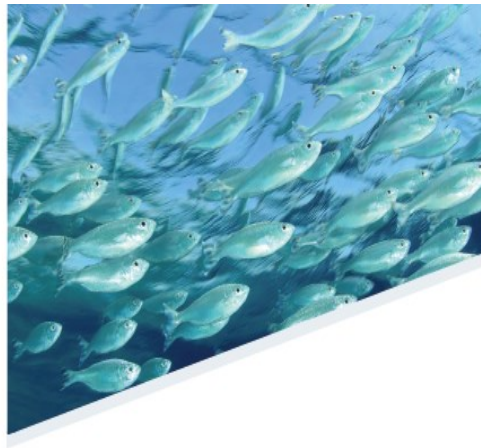
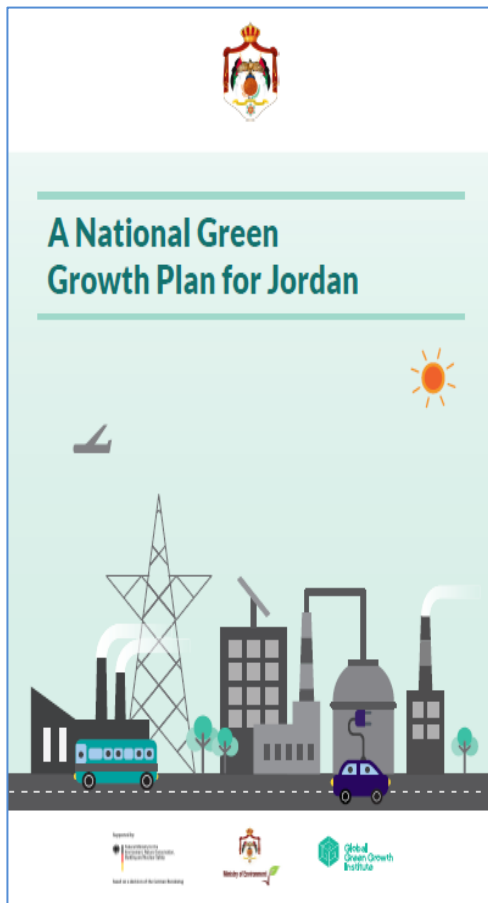
70  
total  
GG  
KPIs

14 Outcome Level  
(Strategic  
Objective)

56 Sector Level  
(Sector Sub-  
Objective)



# Selecting KPIs: Mix of Art and Science



 **GREEN GROWTH**  
Knowledge Platform

Measuring Inclusive Green Growth at the  
Country Level

Taking Stock of Measurement Approaches and Indicators

GGKP Research Committee on Measurement & Indicators

Working Paper 02 |2016

Other Plans and Strategies

Data Availability

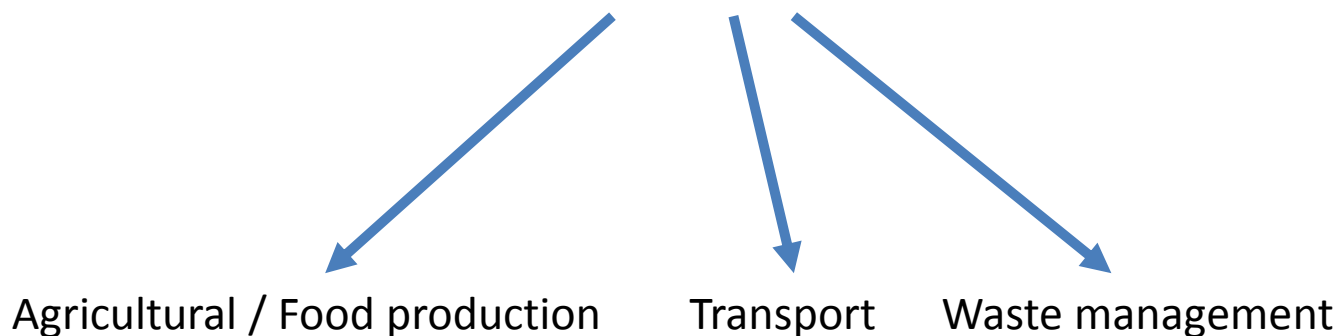
Best Practice

# SCP NAP - operational Objectives

Sustainable **inclusive** growth

Public/civil service effectiveness

Governorate development projects – local communities



# SCP NAP – section 1.2 Transversal Issues

Transverse Cross Sectoral Issues

Energy Efficiency – life cycle environmental degradation

Section 3 - Operational Objectives:

3.1 Ag/Food – policy /framework

Sustainable Agriculture – EE removal harmful subsidies

Sustainable public procurement

innovation and Technology implementation – energy from compost

EE /RE irrigation

Sensitize + educate: energy labeling – Fuel eff. Vehicles subsidy

3.2 Transport – Quality standard for fuel types

Sustainable public procurement

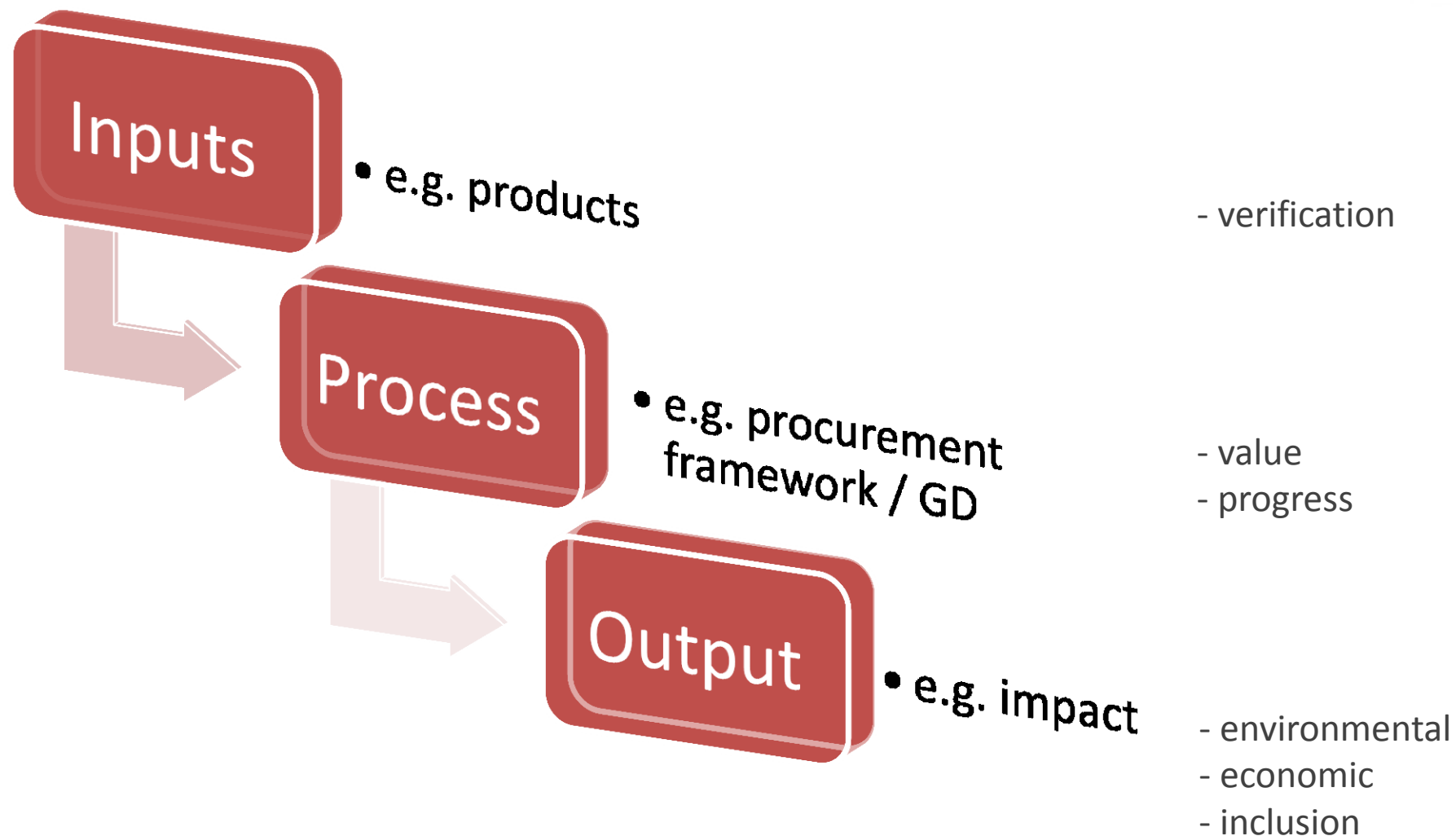
Public transport – energy consumption

Procurement regulation – land transport regulatory commission

node network flows – EE cons. – networks dedicated to specific flows

3.3 Waste management

# Project SCP indicators



# SCP NAP – KPI

## 3.1 Ag/Food –

Annual % land 000 hectares irrigated with drip irrigation = saved energy

SPP share of total procurement %

Irrigation inefficiency decrease T25%

Waste from food processing decrease T25%

## 3.2 Transport –

Ratio passengers travel public transport

Ratio zero emission vehicle owners

Decrease of Energy involved in distributing product to market

Decrease of Water/Energy consumed when products are operated by consumer

## 3.3 Waste management –

waste sent to landfill – JD/Ton transport costs – Energy efficiency

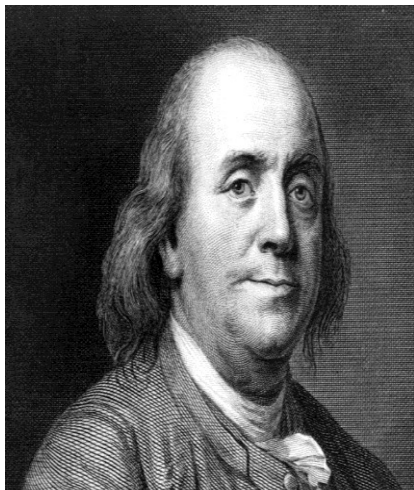
treated/re-used % T25 to 40

hazardous treated % T70 to 80

medical treated T75 to 85



# Planning for Implementation



"Failing to plan is  
planning to fail."

-Benjamin Franklin

# Action Planning for Green Growth

Vision > Strategic Objective > Sector Sub-Objective > Action

Action =  
Intervention in  
the results  
language of  
Jordan's  
government

## *Pre-Validation*

National  
Plans and  
Strategies

Government  
stakeholder  
consultations

- Too few new ideas
- Non-govt stakeholders not consulted
- Low or unclear impacts



## *Post-*

More  
Consultation

More  
Analysis

# Case: Jordan's Waste Sector Green Growth Action Plan

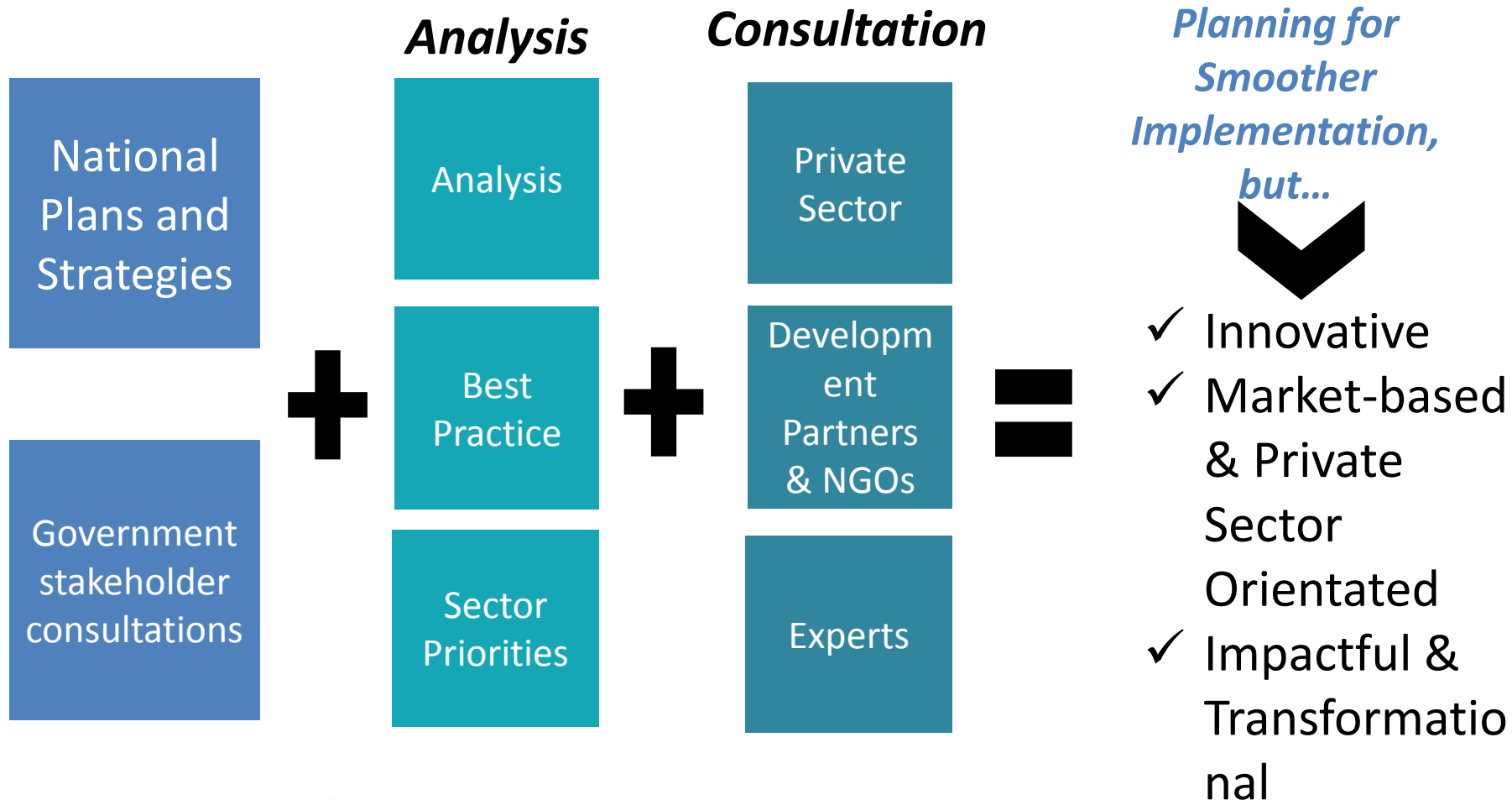


Validation Workshop

- ☐ Agriculture waste
- ☐ Municipal Solid Waste Management
- ☐ Hazardous Waste
- ☐ Industrial Waste and Wastewater
- ☐ Construction and Demolition Waste
- ☐ Reuse Sludge
- ☐ Cross-cutting

Municipal Solid Waste Management Actions

# Final Stages of Action Planning



# Assessing the Implementation Toolbox

Tools Available from Project	Gaps Remaining after Project
<ul style="list-style-type: none"> <li>✓ Strategic Vision</li> <li>✓ National and sectoral results frameworks</li> <li>✓ Higher Steering Committee</li> <li>✓ Technical Committee</li> <li>✓ Green Economy Unit</li> <li>✓ Green Growth Advocates</li> <li>✓ List of Actions to be implemented</li> <li>✓ Recommended process for M&amp;E</li> <li>✓ Greater national awareness of green growth</li> </ul>	<ul style="list-style-type: none"> <li>✓ Resources to implement</li> <li>✓ Capacity across government to develop actions                             <ul style="list-style-type: none"> <li>○ Clear process to follow for implementation</li> <li>○ Reporting systems</li> <li>○ Coordination across ministries</li> <li>○ Clear measures of accountability for implementation</li> <li>○ Time and attention of stakeholders</li> <li>○ Visibility and communications plan</li> </ul> </li> </ul>



*How can we improve the systems and process to ensure sustainable implementation?*

# SWIM and Horizon 2020 Support Mechanism

Working for a Sustainable Mediterranean, Caring for our Future

Thank you for your attention.

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# SWIM and Horizon 2020 Support Mechanism

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## Application: Visualizing the Project Cycle for Green Growth Actions in Jordan

Mr. Francesco LEMBO, SWIM-H2020 SM Expert  
Project Manager,

ACR+ Association of Cities and Regions for Sustainable Resource Management

Mr. Marshall BROWN, GGGI Expert

SWIM and Horizon 2020 SM

10 February 2019, Amman, Jordan

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# SWIM and Horizon 2020 Support Mechanism

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## Plenary Session:

- Review of main takeaways and recommendations for future project development
- Group discussion and debriefing

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# DAY 2

	Module	Outline content	Presenter
9.00–9.15	Day 1 Recap	<ul style="list-style-type: none"><li>• Introduction to the day</li><li>• Recap learnings</li></ul>	Ms. Marta Junquera, SWIM-H2020 SM Project Manager Mr. Abdullah Bdeir, SWIM H2020 SM Expert
	Session 3: Access to finance	Available Green growth financing opportunities in Jordan	
9.15-10.45	Public funding and private funding	<ul style="list-style-type: none"><li>• Green Growth financing opportunities (including a specific mention to Innovation in GG)</li><li>• Difference between Donors and investors.</li><li>• Donor project funding (how do they take their decisions?)</li><li>• Private sector funding (securing investment and bankability)</li><li>• Business Model Canvas</li><li>• Public –Private Dialogue: success stories in Jordan</li></ul>	Ms. Hala Mujally, SWIM H2020 SM Expert Ms. Krystle Cooper, GGGI Expert Mr. Ahmed al Amra, Country Rep. GGGI
10.45-11.00	BREAK		
11.00-13.00	Group exercises for the 6 sectors: Selection and development of concept note	<ul style="list-style-type: none"><li>• Selection of 1 out of 3 Action Project Proposals per sector (GGGI Evaluation Matrix)</li><li>• Filling the template, developing a concept note</li></ul>	SWIM-H2020 SM Team GGGI Team
13.00-13.15	BREAK		
	Summary Sessions	Addressing options and challenges	
13.15-14.00	Concept notes	<ul style="list-style-type: none"><li>• Presentation of group exercises and projects</li></ul>	Moderation: Each Sector Rep
14.00-14.45	Next steps	<ul style="list-style-type: none"><li>• Improvements and moving forward (mentoring phase)</li></ul>	Moderation: GGGI and SWIM H2020 SM
14.45-15.00	Closure	<ul style="list-style-type: none"><li>• Evaluation forms</li><li>• Certificates</li></ul>	Mr. Mohamed Afanah, MoENV Ms. Marta Junquera, SWIM-H2020 SM
15.00	LUNCH		ALL
TRAINING COMPLETED			

# SWIM-H2020 SM

## For further information

### Website

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E: [info@swim-h2020.eu](mailto:info@swim-h2020.eu)

### LinkedIn Page

[SWIM-H2020 SM LinkedIn](#)

### Facebook Page

[SWIM-H2020 SM Facebook](#)

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# SWIM and Horizon 2020 Support Mechanism

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## Concept note development for GG and SCP in Jordan - (EFH-JO-3)

10-11 February 2019, Amman, Jordan

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