



**Capacity building for the development of economic and financial instruments and incentives to promote circular and green economy and SCP in Jordan**  
**Expert Facility Activity No: EFH-JO-3**

**Task 2: Capacity Building Needs Assessment**

SWIM and Horizon2020 Support Mechanism

Version	Document Title	Author	Review and Clearance
02	Report on the capacity building needs assessment including details about the proposed training methodology	Hala Mujalli Abdullah Bdeir	Marta Junquera Anis Ismail



## THE SWIM AND H2020 SUPPORT MECHANISM PROJECT (2016-2019)

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The SWIM-H2020 SM is a Regional Technical Support Program that includes the following Partner Countries (PCs): Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, [Syria] and Tunisia. However, in order to ensure the coherence and effectiveness of Union financing or to foster regional co-operation, eligibility of specific actions will be extended to the Western Balkan countries (Albania, Bosnia Herzegovina and Montenegro), Turkey and Mauritania. The Program is funded by the European Neighborhood Instrument (ENI) South/Environment. It ensures the continuation of EU's regional support to ENP South countries in the fields of water management, marine pollution prevention and adds value to other important EU-funded regional programs in related fields, in particular the SWITCH-Med program, and the Clima South program, as well as to projects under the EU bilateral programming, where environment and water are identified as priority sectors for the EU co-operation. It complements and provides operational partnerships and links with the projects labelled by the Union for the Mediterranean, project preparation facilities in particular MESHIP phase II and with the next phase of the ENPI-SEIS project on environmental information systems, whereas its work plan will be coherent with, and supportive of, the Barcelona Convention and its Mediterranean Action Plan.

The overall objective of the Program is to contribute to reduced marine pollution and a more sustainable use of scarce water resources. The Technical Assistance services are grouped in 6 work packages: WP1. Expert facility, WP2. Peer-to-peer experience sharing and dialogue, WP3. Training activities, WP4. Communication and visibility, WP5. Capitalizing the lessons learnt, good practices and success stories and WP6. Support activities.



### **Acknowledgements:**

Special thanks need to be directed to H.E. Ibrahim Al Shahahdeh, Minister of Agriculture and Environment; H.E. Ahmad Qatarneh, S.G. of Environment for their continued support. The team also expresses their gratitude to the officials at Jordan's Ministry of Environment, Ministry of Finance, Ministry of Planning and International Cooperation, Green Growth Institute, Environment Protection Fund and members of the Green Growth Committee, including but not limited to Mr. Mohammad Afanah, Ms. Shada Alsharif, Mr. Hihad AlSawa'ir, Mr. Ahmed al Amra, Mr. Marshall Brown, Ms. Maha Ma'aytah, Mr. Murad Abdulhaleem, Ms. Lina Mobaideen and Mr. Awad Harahsheh.

### **Disclaimer:**

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## ABBREVIATIONS

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AFD	Agence Francaise de Développement
ASEZA	Aqaba Special Economic Zone Authority
CBO's	Community Based Organizations
CIFs	Climate Investment Funds
CTF	Clean Technology Fund
EBRD	European Bank for Reconstruction and Development
EDP	Executive Development Program
EE	Energy Efficiency
EIB	European Investment Bank
GAM	Greater Amman Municipality
GCF	Green Climate Fund
GEEREF	Global Energy Efficiency and Renewable Energy Fund
GGGI	Global Green Growth Institute
IFC	International Finance Corporation
INDC	Intended Nationally Determined Contributions
IRENA	International Renewable Energy Agency
JEF	Jordan Environment Fund
JREEEF	Jordan Renewable Energy and Energy Efficiency Fund
KfW	Kreditanstalt für Wiederaufbau, German government-owned development Bank
MEMR	Ministry of Energy and Mineral Resources
MENA	Middle East and North Africa
MOPIC	Ministry of Planning and International Cooperation
RE	Renewable Energy
SDGs	Sustainable Development Goals
SCP	Sustainable Consumption and Production
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WBG	The World Bank Group



# 1. BACKGROUND

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This task aimed at identifying the specific capacity needs for the stakeholders of this activity “Capacity building for the development of economic and financial instruments and incentives to promote circular and green economy and SCP in Jordan”, with the stakeholders for this task being:

- The Ministry of Environment and its Environment Protection Fund, Green Economy Unit, policies and international cooperation department and climate change department.
- The Jordan Global Green Growth Institute
- Three sectors: waste, transport and energy efficiency.

A larger group of stakeholders was identified for the overall activity, the full list is provided in Annex a, from which the Ministry of Finance and Ministry of Planning and International Cooperation were identified as key stakeholders to be considered for achieving this task.

Meetings with the various stakeholders were conducted to:

- 1) survey the capacity building needs; and
- 2) select the most suitable methodology and workshop design to implement throughout the activity.

The meetings took place during the period between September 30, 2018 and continued towards the closing of the first workshop on November 28, 2018.

A focus group discussion approach was also used for surveying the capacity needs, which resulted in realizing that criteria for the capacity needs is dependent not only on the level of understanding of the relevant concepts of sustainability and green growth but also recognizing the diverse interest and focus areas for each of the stakeholders. Diversity has been identified as a source of enrichment of the discussion as well as the added benefit of helping to bridge the gap between the variant stakeholder base and allows for a higher level of collaboration to take place.

The general conclusions of these assessments are:

- There is good awareness of the general concepts of sustainability and triple bottom within most of the participants.
- Both the Circular Economy (CE) as well as the sustainable procurement concepts were identified as having a relatively low level of understanding and knowledge within the three sectors. Particularly the inter-relationships between the concepts and with the broader Sustainable Development Goals.
- The importance of sustainable public procurement as a delivery tool was agreed upon.



## **Transport and Waste Sector:**

The level of the integration and understanding of the concepts of sustainable procurement and circular economy seem to be minimal within the Transport and waste sectors. Green financial instruments are typically absent in these two important sectors. Some activity is picking up at the Greater Amman Municipality high frequency public transport bus system.

The importance of having the multi-level procurement responsible stakeholder, whether that be the department of tenders as well as the directorate of supplies purchasing, was identified and listed as having a need to build capacity with regards to sustainable procurement. The consistency in using the concepts across the sectors would better enable the migration towards the circular economy and realization of CE benefits.

Internally within the ministry of environment both the financial department and the administrative department were identified as being important to the sustainable procurement discussion and capacity building activities.

The Transport sector was said to be very scattered and less structured while the waste sector is still in its infancy in terms of any real government activity or active counterpart in this regards whereby the ministry of municipal affairs has taken on the role of putting together a law for municipal waste management that is still not affected.

## **Energy Sector:**

With regards to sustainability in general and green financing the energy sector seems to be the most progressed.

The guiding questions that were the pivot for the discussions were:

1. Level of existing policies & financial instruments that are in place and are important to enable the circular economy to move forward.
2. The general level of knowledge that exists within the 3 identified sectors (Transport, Energy and Waste) as related to current understanding of circular economy and sustainable procurement concepts?
3. What are current main bottlenecks that are hindering the spread and implementation of the circular economy and green finance within the three identified sectors?
4. Coherence of the existing structure within each of the 3 sectors to be able to map out any implementation action plans and projects for each.
5. General sensitization to SAC NAP and NGGAP concepts.

A working group compiling the Ministry of Environment team, GGGI team and the activity team was formed following the kick off meeting in order to coordinate and collaborate on the selection of training methodology and workshop design.





## 2. CAPACITY NEEDS ASSESSMENT FINDINGS

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The main gaps in developing green growth actions and their drivers include:

1. Poor level of awareness on available green finance tools and sources among the various institutions within the sectors is narrowing down the growth opportunities on this regard, given that access to finance is considered one of the most significant challenges to green growth in Jordan.
2. Project design and management skills within the public bodies in the three sectors are lagging. Institutional setup and systems may be contributing to this situation as there doesn't seem to be any unified systems for designing and managing projects.
3. Proposal writing or concept note development skills for green growth and SCP projects in require further enhancement, with the key deficiencies being: financial budgeting, sustainability measures and scheduling.
4. Lack of innovation due to the lack of exposure to innovative approaches and lack of awareness about new technologies, especially examples of policies or projects that have been successful at addressing sector sub-objectives in the regional context; also government stakeholders do not do a very good job of bringing in “non-traditional” stakeholders (from local communities, NGOs, academia or private sector) so few truly new ideas see the light of day
5. Weak private-sector orientation and market-based solutions; the relationship between private sector and government is very complex, which may be led to not sharing a common language, or the private sector being too aggressive; also there's a low level of trust between investors and government (government is seen as ineffective/obstructionist, private sector is seen as corrupt and/or unwilling to invest).
6. Unclear connection between projects and expected development impacts projects do not tend to be implemented for the purpose of achieving a strategic target (weak results-based management capacity); this is at least partially true because ministries lack PCM policies (or don't enforce them), evidence based decision making processes/tools, and “too many priorities” so it can be difficult to focus.

Given this, the training could focus on the following topics:

### A. Private sector Orientation

- What the role for a business model in making a project work from a private sector perspective?
- How to approach private sector stakeholders and incorporate their views into the project design
- “Softer” issues around public-private dialogue – how to build trust and why it's important
- What is the role of risk in securing investment for a project, and how do you address this to make your project more “bankable”?

### B. Results based management

- Understanding how the GG screening tool was developed and why (it is supposed to help evaluate projects, can be used to think outside the box)
- Understanding how KPIs are set and who is responsible for monitoring them in the context of the NAP for GG



- What is the process for developing and implementing new actions within your own institution (each ministry may have its own process, or have none)
- If no process exists, try to map one out for the purpose of implementing the action plan (this means that staff from the planning directorates should attend)
- Program-level implementation planning skills – how to continuously design and implement interventions (investments, policies) that help achieve the sector sub-objectives

#### C. Principles of proposal writing / Practical skills

- What are the key metrics for measuring green growth progress (key international reports, indices, etc.)
- Proposals are different for each donor – so what are the best ways to make sure you are marketing your idea most effectively?
- How do donors work – what is the logic behind donors' decisions and how can you learn this?
- What is the difference between a donor and an investor, and how do you interact with each?

#### D. Innovation

- How to originate projects using innovative approaches and incorporating a larger set of perspectives
- Specific examples of green growth, climate change, SCP projects implemented in the regional context and HOW to bring those to Jordan
- What resources are available nationally, regionally and internationally to channel innovation into your projects/programs? And what are the challenges around this?



### 3. PROPOSED TRAINING METHODOLOGY AND DESIGN OF THE WORKSHOPS UNDER TASK 3

---

#### BACKGROUND:

According to the project brief, the content of the training should contain:

- legal context of the in Jordan with respect to the National Green Growth Action Plan and SCP National Action Plan);
- practical case studies;
- sharing of experiences and testimonials; and
- specific module on the ISO 20400 (sustainable Procurement) international standard

#### LEARNING OBJECTIVES:

- Participants to have a better understanding of the National Green Growth Plan and the SCP National Action Plan and how these national plans are directly linked to supporting green investments.
- To enhance the enabling environment for private sector engagement in the fields of Waste, Transport and Energy Efficiency.
- For participants to be able to design/form successful Public Private Integration models, through proposal concept note development.

#### WORKSHOP AIMS:

- Define the concepts of SCP, GPP in the general context of the Circular Economy and explain their value for sustainable development and growth in Jordan
- Distinguish key elements of effective policy planning to support the shift to SCP patterns
- Identify enabling conditions for mainstreaming and implementing SCP, GPP and CE policies
  - What policies that support SCP already exist that need to be effected
  - What policy mainstreaming enabling actions have worked in the past – examples
- Discuss principal challenges and opportunities for advancing GPP within Jordan
- Summarize the range of green financing initiatives to support the shift to green growth in Jordan
- Apply the concepts to real-life policy-making context and future green growth projects.

#### WORKSHOP OUTCOMES:

- A better enabling environment for the implementation of the Green Growth Plan, the SCP National Action Plan and Jordan's Environment Protection Fund (Ministry of the Environment).



- Enhanced key stakeholder capacities on circular economy and SCP principles to prevent pollution and to enable the emergence of green jobs, green businesses, and new business models.
- Familiarize audience with international green financing mechanisms and options currently available in Jordan.

#### TARGET AUDIENCE:

This will be based initially on the stakeholder lists provided by the GGGI but this will be agreed in consultation with the Ministry of Environment & Agriculture. In general, the capacity building activity is targeted to:

- National authorities and regulatory agencies (e.g. Industry, Finance, Environment, Economy etc);
- Representatives from the business, banking and financial sectors ; and
- Academia and civil society organizations.

The background level of the participants is expected to be of basic or intermediate level, with some knowledge about Green Economy concept. There is less awareness for Green financing schemes.

#### AUDIENCE EXPECTATIONS:

A general perspective is that any general capacity building on the SCP, GPP and circular economy principles across Government Ministries and within the Green Finance sector will be complimentary to the restructuring to towards CE concepts.

The previous paragraphs present detailed capacity building needs assessment for the stakeholders.

#### STRUCTURE:

Both workshops are intended to be participatory and interactive, making use of learning tools such as

- Module presentations by recognised local and European experts;
- Case study presentations and moderated discussions; and
- Discussion groups, plenary sessions and interactive exercises.

Verification: Course support defined collectively by SWIM-H2020 SM experts and validated by the relevant counterparts within the Ministry of Environment (keeping in mind that it has been recently merged as the Ministry of Environment & Agriculture).



Table 1: Workshop 1 Options for modules and content

Module option	Outline content	Note
<b>Sustainable Consumption &amp; Production principles</b>	<ul style="list-style-type: none"> <li>• Global Sustainable Development Goals (SDGs)</li> <li>• Main SCP principles</li> <li>• Examples of SCP Instruments (e.g. ecodesign, labelling, eco-innovation etc)</li> <li>• Some international case study examples from Europe etc</li> </ul>	<ul style="list-style-type: none"> <li>• Would include discussion (Q&amp;A) session to get participant views and gauge current level of knowledge and activity.</li> </ul>
<b>Green Growth</b>	<ul style="list-style-type: none"> <li>• World Bank definition</li> <li>• Basic concepts (why we need it, how it relates to SD etc)</li> <li>• GG constraints and policy options</li> <li>• Green growth at a sectoral level (waste, transport, energy etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Would include discussion (Q&amp;A) session to get participant views and gauge current level of knowledge and activity.</li> </ul>
<b>Introduction to SCP and GPP in Jordan</b>	<ul style="list-style-type: none"> <li>• SCP plan for Jordan</li> <li>• Green Growth Plan for Jordan</li> <li>• Legal &amp; regulatory context</li> <li>• Opportunities &amp; Challenges</li> <li>• Case Study examples from Jordan</li> </ul>	Suggest that this follows SCP & GPP modules to provide national context
<b>Green Public Procurement (GPP) overview</b>	<ul style="list-style-type: none"> <li>• Definition of GPP</li> <li>• Drivers &amp; benefits of GPP</li> <li>• Challenges for GPP</li> <li>• GPP principles</li> <li>• ISO20400 Principles</li> <li>• Good practice examples from Europe &amp; MENA<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Would include discussion (Q&amp;A) session to get participant views and gauge current level of knowledge and activity.</li> <li>• Possibly include basic GPP exercise (e.g. maturity matrix or Building an Organisational Action Plan)</li> </ul>
<b>Circular economy</b>	<ul style="list-style-type: none"> <li>• Circular economy principles</li> <li>• Benefits of Circular Economies</li> <li>• Procurement as a CE instrument</li> <li>• Circular Business Models</li> <li>• Sectoral examples</li> <li>• Challenges and solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Include ice breaker exercise</li> <li>• Include plenary session</li> </ul>
<b>Circular procurement</b>	<ul style="list-style-type: none"> <li>• Procurement as a circular economy instrument</li> <li>• Strategic CP and principles</li> <li>• Sectoral examples of CP in action</li> </ul>	<ul style="list-style-type: none"> <li>• Note: this differs in approach to GPP</li> </ul>
<b>Sectoral Modules</b>		
<b>Waste</b>	<ul style="list-style-type: none"> <li>• Waste hierarchy principles</li> <li>• Regulatory framework</li> <li>• Resource Efficiency principles</li> <li>• EU &amp; MENA good practice examples</li> <li>• Jordanian good practice examples</li> </ul>	<ul style="list-style-type: none"> <li>• Include discussion (Q&amp;A) session to get participant views and gauge current level of knowledge and activity.</li> <li>• Include exercise</li> <li>• Include plenary session</li> </ul>
<b>Transport</b>	<ul style="list-style-type: none"> <li>• Green growth and transport</li> <li>• Sustainable Procurement principles for transport and infrastructure projects</li> <li>• EU &amp; MENA good practice examples</li> </ul>	<ul style="list-style-type: none"> <li>• Include discussion (Q&amp;A) session to get participant views and gauge current</li> </ul>

<sup>1</sup> Middle East & North Africa Region



	<ul style="list-style-type: none"><li>• Jordanian good practice examples</li></ul>	level of knowledge and activity. <ul style="list-style-type: none"><li>• Include exercise</li></ul> Include plenary session
<b>Energy efficiency</b>	<ul style="list-style-type: none"><li>• Green growth and Energy</li><li>• Sustainable Procurement principles for energy projects</li><li>• EU &amp; MENA good practice examples</li><li>• Jordanian good practice examples</li></ul>	<ul style="list-style-type: none"><li>• Include discussion (Q&amp;A) session to get participant views and gauge current level of knowledge and activity.</li><li>• Include exercise</li><li>• Include plenary session</li></ul>
<b>Summary session for each day</b>	<ul style="list-style-type: none"><li>• Review Aims and summary of Main Takeaways</li></ul>	Exit poll on each day for main (or unresolved) issues



## 4. PROPOSED TRAINING METHODOLOGY

### DESIGN OF THE WORKSHOP AND MENTORING UNDER TASK 4

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Considering that the workshop foreseen under task 4, outcome 1 will support the Ministry of the Environment in implementing the road map set in the NGGP, using the SCP NAP proposed guidelines, in particular, the development of financial instruments and incentives to promote circular economy and SCP. The following learning objectives were taken into consideration together with the previous capacity needs assessment results in order to propose modules and a methodology for task 4.

#### LEARNING OBJECTIVES:

- Participants to have a better understanding of the National Green Growth Plan and the Sustainable Consumption and Production National Action Plan and how these national plans are directly linked to supporting green investments, and an enabling environment for the implementation of these plans and the Jordan's Environment Protection Fund.
- To enhance the capacities on circular economy and SCP principles of participants to prevent pollution and to enable the emergence of green jobs, green businesses, and new business models.
- Enabling environment for private sector engagement in the fields of Waste, Transport and Energy Efficiency.

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.

With this in mind the SCP NAP and the NGGP will be mentioned and included in all topics across the modules.



Regarding the training methodology for concept note development for Green growth, and SCP in Jordan, Project Cycle Management PCM is proposed to be the one to be used as it is the design methodology that underpins all EU funding for green growth.

Also, since the activity is in support of the GGGI's work, we take into consideration that that methodology is also used by them to base the evaluation of the projects. GGGI has published two very synthetic manuals in this sense.

The PCM defines different phases in the project life with a well-defined process of involvement of different stakeholders, management activities and decision making procedures it uses the LFA (as well as other tools) and was developed in early 90s and adopted by most development agencies and the EC.

As part of the training on concept note development, the logical framework will also be part of the workshop content. It was developed in early 70s by USAID and was after widely adopted as a useful methodology for analysing, planning, managing and evaluating programmes and projects. It enhances participation and transparency and improves orientation towards objectives.

Regarding the different templates of the concept notes, experts proposed to look at the following examples:

- Netherland Agency (SDG funds). Interesting introductory part on stakeholders analysis and focus on PPP
- LIFE 2018 (EU direct funding on environmental issues) Preparatory projects (don't be scared about the length, we are only interested in pages from 15 to 21). This is the template more focused on PCM methodology, with a more robust analysis of constraints and sustainability of projects. Should we go for a similar approach, the final part of this template (the description of actions) may be the object of coaching activities after the training session.
- INTERREG (EU direct funding to foster interregional cooperation). Some Interreg fundings are two stage proposals. To go over the first step, you have guiding questions and you have to fill a max 4 pages document.

After rounds of consultation among the team and the MoE, it was decided to use the Netherlands Template for SDG Funds with some amendments and adaptations. It was very useful to see that the template takes the PPP into consideration and uses the PPP business canvas tools, a concise approach and a good focus on dimensions related to environmental sustainability, gender equality and economic wellbeing. Template is included in the annex.

The proposed modules for task 4 training will cover the different stages of concept note development: origination of projects; design alignment and monitoring and submission.

Relevant case studies will be included as show cases and practical exercises in groups.





**WORKSHOP FORMAT:**

Two days interactive learning conducted by national representatives and the EU SWIM H2020 SM experts.

Table 2: Workshop 2 Options for modules and content

Module	Outline content	Note
<b>Origination</b>	<ul style="list-style-type: none"> <li>• Setting up the ground</li> <li>• The origination phase at public management level: Sector and group discussion</li> <li>• How do green growth projects originate, how are they designed, who is responsible for finding good ideas and getting them implemented?</li> <li>• Role of the Ministry of Environment and the planning directorates in supporting project origination?</li> <li>• Challenges that must be addressed to improve the process?</li> </ul>	Interactive session to get participants views and gauge current level of knowledge and activity. As well as get a real discussion to improve processes.
<b>Design, alignment and monitoring</b>	<ul style="list-style-type: none"> <li>• Green Growth Action Plans and Strategies in Jordan Sustainable procurement               <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> </ul> </li> <li>• Monitoring and evaluation:               <ul style="list-style-type: none"> <li>○ What would a PCM for the National Action Plan for GG look like?</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 projects?</li> </ul> </li> </ul>	Introduction to results based management for SCP and GG and template for concept notes development
<b>Green Growth Projects</b>	<ul style="list-style-type: none"> <li>• Current examples International, MENA &amp; Jordan</li> </ul>	
<b>Submission. Public funding and private funding</b>	<ul style="list-style-type: none"> <li>• Available Green growth financing opportunities in Jordan</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 (HM)</li> <li>• Public –Private Dialogue: success stories in Jordan (MB)</li> </ul>	The specific mechanism chosen will be based on discussion with MoE Difference between Donors and investors.
<b>Practice</b>	<ul style="list-style-type: none"> <li>• Developing a logframe for the selected action</li> <li>• Building a proposal</li> <li>• Filling the template, developing a concept note</li> </ul>	Participants will be divided in sectors with experts and go through the proposed exercises

Further discussions and fine tuning are required internally within SWIM-H2020 SM expert team, GGGI and the Ministry of Environment to define the final contents, scope and requirements of the different workshops.



## 5. ANNEXES

### A. LIST OF IDENTIFIED STAKEHOLDERS

Group	Institution	Specific Department (s)	Role in the Assignment
Direct beneficiaries (The Green Growth Technical Committee)	Ministry of Environment & Agriculture	Environment Fund Green Economy Unit	Client and focal point – consultation and participation in <b>all tasks</b> .
	Ministry of Transportation	SG Ministry of Transport Land Transport Regulatory Commission	Targeted sector – participation in <b>tasks (2-4)</b> .
	Ministry of Energy	Jordan Renewable Energy & Energy Efficiency Fund EU TA for MeMR REEE II	Targeted sector – participation in <b>tasks (2-4)</b> .
	Ministry of Municipalities & Rural Affairs OR ministry of Agriculture ?	SG Assistant for Municipal Affairs Cities and Villages Development Bank	Targeted sector – participation in <b>tasks (2-4)</b> .
	Greater Amman Municipality	City Manager Project Management Office PMO	Targeted sector – participation in <b>tasks (2-4)</b> .
	Aqaba Special Economic Zone Authority	Commissioner Aqaba Development Company ADC	Targeted sector – participation in <b>tasks (2-4)</b> .
Public bodies of relevance	Ministry of Planning & International Affairs	International Cooperation Department	Consultation in task <b>1</b> and participation in <b>tasks 2 &amp; 3</b> .
	Ministry of Finance	SG Assistant for Financial Affairs PPP Unit	Consultation in task <b>1</b> and participation in <b>tasks 2 &amp; 3</b> .
	Ministry of Industry & Trade	Representative(s)	Participation in <b>task 3</b> .
	Ministry of Public Sector Development	Representative(s)	Participation in <b>task 3</b> .
	Jordan Investment Commission	Representative(s)	Participation in <b>task 3</b> .
Non state actors	Jordan Chamber of Commerce	Representative(s)	Participation in <b>task 3</b> .
	Jordan Chamber of Industry	Representative(s)	Participation in <b>task 3</b> .
	Central Bank of Jordan	Representative(s)	Participation in <b>task 3</b> .
	Jordanian Banks Association	Representative(s)	Participation in <b>task 3</b> .
	GGGI	Representative(s)	Consultation in task <b>1</b> and participation in <b>tasks 2-4</b> .
	EDAMA	Representative(s)	Participation in <b>task 3</b> .
	Jordan Green Building Council	Representative(s)	Participation in <b>task 3</b> .
International Bodies	Environmental Associations Union	Representative(s)	Participation in <b>task 3</b> .
	European Union EU	Representative(s)	Consultation in task <b>1</b> and participation in <b>tasks 2-4</b> .
	UNIDO	Representative(s)	Participation in <b>task 3</b> .



	EBRD	Representative(s)	Participation in <b>task 3.</b>
	World Bank	Representative(s)	Participation in <b>task 3.</b>
	IFC	Representative(s)	Participation in <b>task 3.</b>
	AFD	Representative(s)	Participation in <b>task 3.</b>
	GIZ	Representative(s)	Participation in <b>task 3.</b>
	USAID	Representative(s)	Participation in <b>task 3.</b>
	Friedrich Ebert Stiftung	Representative(s)	Participation in <b>task 3.</b>

**B. DRAFT CONCEPT NOTE TEMPLATE****1. General information**

Project title		
Grant Theme/objective		
Name lead partner/ applicant		
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.

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

**Public Private Partnership (PPP)**

- Who are the anticipated formal partners in the PPP?

Role	Organisation	Type <sup>1)</sup>	Country <sup>2)</sup>	Current status <sup>3)</sup>
Lead partner / applicant			Jordan <sup>4)</sup>	
Partner 1				
Partner 2				
Partner ...				



- What interests do the project partners have in the project results and impact? Why do the partners want to participate in the project? What is their long-term benefit?
  - Applicant/Lead Partner:
  - Partner 2:
  - Partner ...:

## Project approach

- Describe the project design in general terms.

## Project output and outcome

- What results (outputs and outcomes) are pursued?

Expected Key output and outcome
1
2
3
...

## Sustainability and potential for upscaling

- How will the project contribute to climate adaptation?
- How will the project contribute to a circular economy?
- How will the project contribute to gender equality?

### MORE DETAIL ON THE FINANCIAL SUSTAINABILITY

- If the financial sustainability is based on one or more business case(s), please provide the outlines of this/these business case(s)<sup>2</sup>. If the financial sustainability is (partly) not based on one or more business case, indicate how the project results can be sustained based on local financing (e.g. taxes, tariffs, public budget allocation)

### POTENTIAL FOR UPSCALING

- How can the project be scaled up?

## Provisional budget

- What is the expected project budget?

Budget line	Budget in JD/USD/Euro
Project Management	
Technical Assistance	
Hardware	
Monitoring and evaluation <sup>1</sup> )	



Total budget	
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- Who are the intended parties to finance the project?

<b>Organisation</b>	<b>Budget in JD/USD/Euro</b>	<b>Means of financing</b>
Donor		Subsidy
Partner x		

- Why is Donor support needed?