



## 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 4 Report: Training, coaching and mentoring on project proposal concept note development.

10 and 11 February 2019

Geneva Hotel, Jordan

#### DELIVERABLES:

- Training Workshop Report with Modules, Power Point Presentations, Evaluation and List of participants.
- Template for ECO project design
- 2 project concept notes/project proposals (Submitted in separate documents)

Version	Document Title	Author	Review and Clearance
1	Training and mentoring report.	Hala Mujally Marta Junquera Abdullah Bdeir	Anastasia Roniotes Anis Ismail



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

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The SWIM and H2020 SM is a Regional Technical Support Program, funded by the European Commission, Directorate General (DG) NEAR (Neighborhood and Enlargement Negotiations), 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.



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## Disclaimer:

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## ABBREVIATIONS

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ASEZA	Aqaba Special Economic Zone Authority
BRT	Bus Rapid Transit
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
GGTC	Green Growth Technical Committee
GGGI	Global Green Growth Institute
IFC	International Finance Corporation
ICT	Jordan's information and communication technology market
INDC	Intended Nationally Determined Contributions
IRENA	International Renewable Energy Agency
JEF	Jordan Environmental Fund
JREEEF	Jordan Renewable Energy and Energy Efficiency Fund
KPIs	Key Performance Indicators
MEMR	Ministry of Energy and Mineral Resources
MENA	Middle East and North Africa
MoE	Ministry of Environment
MOPIC	Ministry of Planning and International Cooperation
MoT	Ministry of Transport
MoTA	Ministry of Tourism and Antiquities
NEEAP	National energy efficiency action plan
NGGP	National Green Growth Plan
NGO	Non Governmental Organisation
PCM	Project Cycle Management



PPP	Public Private Partnership
RE	Renewable Energy
SDGs	Sustainable Development Goals
SCP	Sustainable Consumption and Production
SCP NAP	Sustainable Consumption and Production National Action Plan
SWOT	Strengths, Weaknesses and Opportunities and Threats
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WBG	The World Bank Group



# 1 GENERAL INTRODUCTION

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## RATIONALE OF THE ACTIVITY

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The National Green Growth Plan (NGGP) approved in February 2017 in Jordan identifies six priority sectors that provide coverage of key green growth issues and opportunities: transport, water, tourism, energy, agriculture and waste. The plan 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. A country that provides decent work and living conditions based on an environmentally sustainable economic growth model. 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.

This action 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.

Generally, access to finance is a major challenge for nearly all green projects. Green entrepreneurs suffer from severe lack of access to finance, and experienced entrepreneurs report that securing financing for their green business idea is a great challenge. Jordan's newly developed National Green Growth Plan (2017) intends to change this by addressing the key obstacles to the implementation of green projects, through solutions that include improved access to financing for green initiatives and financial tools such as tax incentives.

During a synergy workshop held in Jordan on 27 April 2017, the former Director of Jordan's Environment Protection Fund, Mrs. Hana Shihabi, indicated that the current strategic priority of the Fund is on waste management solutions.

The Director General of the Association of Banks in Jordan, Dr. Adli Kandah, pointed out that opportunities for SMEs exist thanks to agreements between commercial banks and the Central Bank, including short- and long-term loan instruments, financing fixed assets and other instruments. In fact the Association just published a study on the Role of Banks in Financing Water sector Projects in Jordan (<http://abj.org.jo/en-us/ABJs-Booklets>) (the study was 'triggered' by SWIM-H2020 SM REG-3 and P2P-6 on Green Banking).



The Executive Director of Jordan's Renewable Energy and Energy Efficiency Fund (JREEEF), Dr. Ramsi Hamzeh, explained JREEEF's support programmes for renewable energy initiatives and their intention to evaluate the possibility of supporting entrepreneurs that have business models promoting renewable energy and energy efficiency. Similarly, the Head of Projects Finance and Real Estate Investment Division in the Business Sector at the Islamic International Arab Bank, Dr. Salim Nazzal, indicated that his institution also has financial instruments that support renewable energy projects, but clarified that these were not available for individual green entrepreneurs. (White paper on the promotion of Green Entrepreneurship and Grassroots Ecological and Social Innovations in Jordan, 2017) In terms of incentives, the energy sector, for example, has developed policies to encourage good environmental practices, including the use of green building certification through standards such as LEED certification (Leadership in Energy & Environmental Design). Some resource efficient industrial equipment also benefits from tax exemptions, making them more affordable for businesses.

Funding is available from leading public institutions in Jordan such as the Ministry of Planning and International Cooperation (MoPIC) and its collaborating agencies, such as the IRADA program that assists with the preparation of feasibility studies for start-ups. National funds such as JREEEF (Jordan Renewable Energy and Energy Efficiency Fund) and JEF (Jordan Environmental Fund) have also been established to support environmental protection and conservation activities. Jordan is also the home to Oasis500, a seed investment and startup accelerator for the MENA region funded by USAID's Jordan Competitiveness Programme (JCP) and EuropeAid. Some support providers in Jordan were also able to gain access to finance from USAID-JCP for activities related to the expansion of Jordan's information and communication technology (ICT) market and its entrepreneurship ecosystem.

The Green Economy Unit at the Ministry of Environment is working on tackling green investment-related issues and challenges, including promoting the concept of green growth among stakeholders, supporting ministries in developing green growth projects, engaging the private sector in the green development process, tackling environmental and resource limitation challenges and setting the grounds to convert them into business opportunities in a sustainable manner.

It is all of the above on-going efforts that EFH-JO-3 will strengthen. More specifically, it will directly support the MoE in implementing the road map set out in the National Green Growth Plan, using the guidelines proposed in the SCP National Action Plan and in particular, the development of financial instruments and incentives to promote circular economy and SCP in Jordan.





## 2 OBJECTIVES OF THE ACTIVITY

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The main aim of this activity is to strengthen the capacity of the targeted stakeholders so they are more able to identify, develop and promote green investments, overcoming current obstacles, including - but not limited to - finance opportunities and options.

The specific objectives of this activity are:

- To build the capacities of relevant stakeholders so they:
  - ✓ 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;
  - ✓ can identify green investment opportunities and develop initial concept notes of project proposals.
  - ✓ are more able to access available project financing tools/opportunities.
  - ✓ have a better understanding of projects financing / funding cycles (donor/agency specific).
  - ✓ are able to design/form successful Public Private Integration models.
  
- To enhance the enabling environment for private sector engagement in the fields of Waste, Transport and Energy Efficiency.

The training, coaching and mentoring activities of this task were set to address the sectoral needs of preparing concept notes and relevant information for green financing of projects.



### 3 RESULTS AND OUTCOMES OF TASK 4

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The following expected results were to be achieved by the activity:

1. 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).
2. 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.
3. At least two project proposal concept notes are developed with the support of the SWIM-H2020 SM experts that include PPPs.

**These results were to be reached through several tasks, one of them being task 4: Two-day training, coaching and mentoring of at least 30 trainees on relevant project proposal concept note development.**

Outcome 1: Training workshop is conducted.

Outcome 2: At least 2 concept notes/project proposals are developed. Conduct a three-day training workshop for at least 30 trainees on GGP & SCP for three sectors transport, energy and waste sector.

The training took place over two days, 10 and 11 February 2019, at Geneva hotel Amman. Trainees were asked to submit draft concept notes and/or project proposals which were then assessed by the team to provide additional mentoring and coaching. The Ministry of Agriculture and the Ministry of Tourism and Antiquities teams received the additional coaching and mentoring provided by the local experts<sup>1</sup> to develop their submitted draft concept notes.

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<sup>1</sup> Hala Mujally and Abdullah Bdeir



## 4 CONTENT OF THE TRAINING

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The training took place the days **11 and 12 of February 2019** at the Geneva Hotel in Amman, Jordan. The modules were developed based on a capacity building needs assessment of the stakeholders object of report 2 of this activity and a survey conducted with the six sector focal points for the GGTC that can be summed up as three main gaps in developing green growth actions and their drivers:

1. Lack of innovation: this is because of 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
2. Lack of private-sector orientation/market-based solutions: the relationship between private sector and government is very complex, perhaps because government doesn’t know how to speak their language, or perhaps private sector can be 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 actually invest)
3. Lack of clear connection between the actions and expected development impacts: projects do not tend to be implemented for the purpose of achieving a strategic target (poor 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”.

Given this, the training tried to focus on the following topics:

1. 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?
2. 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”?
3. 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

4. Principles of proposal writing / Practical skills

- What are the key metrics for measuring green growth (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?

Module	Outline content	Note
Origination	<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.
Design, alignment and monitoring	<ul style="list-style-type: none"> <li>• Green Growth Action Plans and Strategies in Jordan</li> <li>• 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
Green Growth Projects	<ul style="list-style-type: none"> <li>• Current examples International, MENA &amp; Jordan</li> </ul>	
Submission. Public funding and private funding	<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.
Practice	<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

TABLE 1: WORKSHOP 2 OPTIONS FOR MODULES AND CONTENT



The final Agenda can be found as annex 1 of this report and is a combination of the capacity needs assessment and consultations with different parties such as the Ministry of Environment and the GGGI. The final agenda, tried to give response to all expected outcomes from the activity, especially the ones addressing real gaps of processes for projects development from the very early stage of origination to the submission phase. It was quite a challenge to prepare the content of the training as to ensure that participants from all different backgrounds could benefit from it. Some adaptations had to be made to the agenda during the training as to adapt to a very diverse audience. Even though the project targeted a list of stakeholders the attendance ended up to be much higher than expected. We want to highlight the outcomes of the first session on the “origination phase at public management level: Sector and group discussion” as we believe it was key to identifying challenges and opportunities to improve the process in Jordan (this is also developed and addressed on the report of task 1).

The following is a summary of this session:

How do the MoE support origination of GG projects?

- Concept of Green Economy and Green Growth (sustainable development: economy-environment-social aspects). Green economy: boosts the wheel of economic growth. Green Growth has to take into account also the high rate of unemployment in Jordan (almost 60% of young people). GG projects supported by the ministry have to pave road for growing sustainable economic development.
- MoE can facilitate development of green economy, but not originate green economy. MoE can gather and facilitate dialogue between main stakeholders of a sector (e.g. transportation sector). Stakeholders have to be involved not only for the empowerment, but also for the implementation of GG plans.

What is the role of Ministry of Environment MoE in originating and having projects implemented?

- Mr. Mohammad Afana: the role of MoE focuses on coordination and setting priorities. Check tendencies of donors, and fine tune them with Ministerial procedures. Green economy department at the Ministry works on setting standards and long term objectives on sustainable energy and climate change. MoE collects inputs from all stakeholders in order to set well shared plans. Jordan is one of the few MENA countries with a ministry for planning and monitoring and evaluation procedures. MoE shall start focusing on monitoring and evaluation: MoE is giving tools to who's running projects for self-evaluation.
- MoE brings the different stakeholders together and create a platform for different ideas to converge.

The power point presentations with the full content of the training can be found on the following link of the SWIM H2020 SM platform:

<https://www.swim-h2020.eu/10-11-february-2019-amman-jordan-swim-h2020-sm-training-on-concept-note-development-for-green-growth-and-scp-in-jordan/>



## 4. 1 CONCEPT NOTE TEMPLATE:

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The template (annex 2) used for the concept note session was very similar to the one in task 2 report. The idea behind the concept note training differed a bit from the initial idea in the TORs which was to use one single concept note to use across all ministries. However this ended up to be a very demanding task and required much more quorum and work than expected. Therefore it was thought to be best to use a generic concept note which included all the elements that concept notes and project proposals contain that will support the practical sessions and provide the basics for participants to reflect and think of the different sections which would allow them to come up with solid proposals. Also due to the limited time of the training, 2 days, not all elements of the concept note could be worked on in detail, so participants received an introduction to the key tools and concepts such as PCM methodology and an introduction to the idea of the Open Project Management Methodology, OpenPM2. (a methodology developed recently by the EC to better address concrete responses to the challenges in planning and monitoring projects), the project life cycle, the SWOT analysis, the logical framework, the problem tree and solutions tree, the stakeholders analysis etc.



PICTURE 1: MR. FRANCESCO LEMBO, SWIM H2020 SM EXPERT PRESENTING THE LOG FRAME APPROACH DURING TRAINING.

As mentioned earlier the GGGI, a partner in this activity, had been conducting workshops on identifying key GG projects and actions in the country in the six sectors as a continuation of the work for the NGGP. For those workshops GGGI had developed an Action Identification Form and a Screening Tool, these were also presented as some of the participants had also participated in these exercises and the action identification was very similar to the concept note template, also the screening tool would help them prioritize their projects according to some identified criteria.

This practical session divided the participants into three groups of 8 participants according to the sectors: agriculture, transport and tourism. Each expert joined a group and worked jointly using the different techniques and tools to practice developing concept notes. Exercises included conducting: stakeholder analysis; problem tree; solution tree and Log-frame.



## 5 PROFILE OF THE PARTICIPANTS

The target group was:

- The Green Growth Technical Committee, which is a public body within the MoE that covers the six potential green growth areas.
- Other public bodies of relevance such as the Ministry of Planning and International Cooperation, Ministry of Finance, Ministry of Industry and Trade, Central Bank of Jordan, etc.
- Non state actors: Chambers of commerce and industry, banks (including the Jordanian Banks Association), Energy Saving Companies (ESCOs), environmental NGOs, etc.

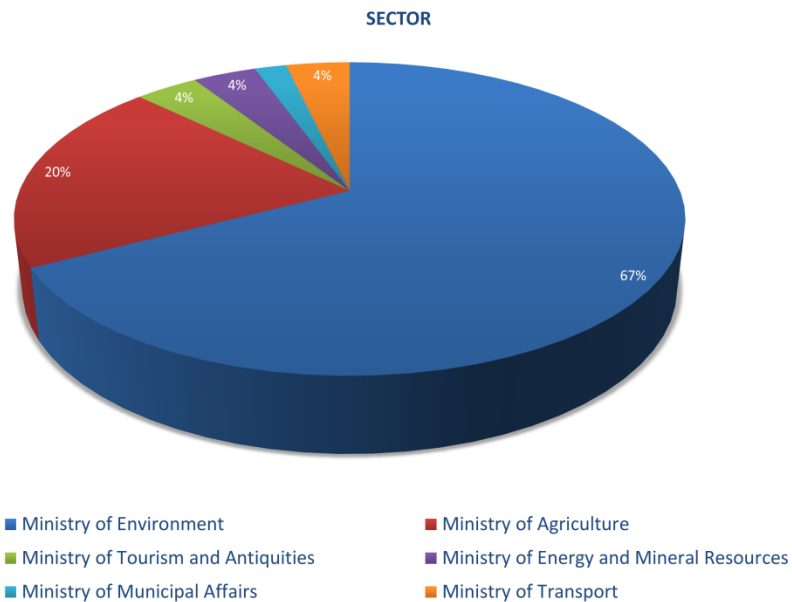


FIGURE 1: SECTORAL REPRESENTATION OF PARTICIPANTS

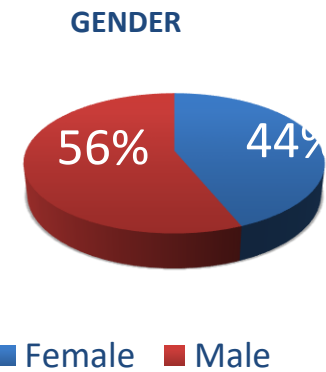


FIGURE 2: GENDER PERCENTAGES OF PARTICIPANTS

We have to note that the attendance of participants was higher than the invitations sent and nearly doubled in numbers. This posed logistical and pedagogical challenges, and even though it was all well managed and the training was run through smoothly, it inevitably had some impact and reflected on the quality and the overall rating of the training. In order to prevent similar situations in the future we recommend for further workshops to look at ways to manage invitations and assistance.



## 6 EVALUATION OF THE TRAINING

The evaluation statistics are summarized as follows: 34 participants rated the training around 50% of the overall attendance.

### Feedback on organizational, administrative and planning issues before and during the event:

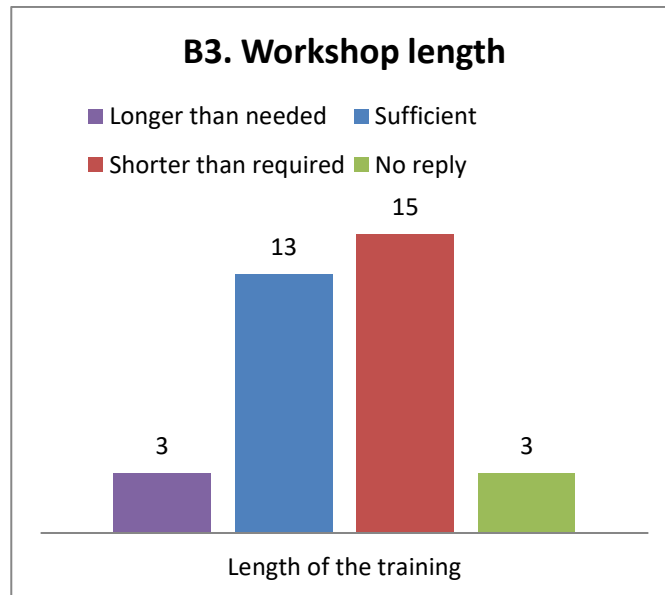
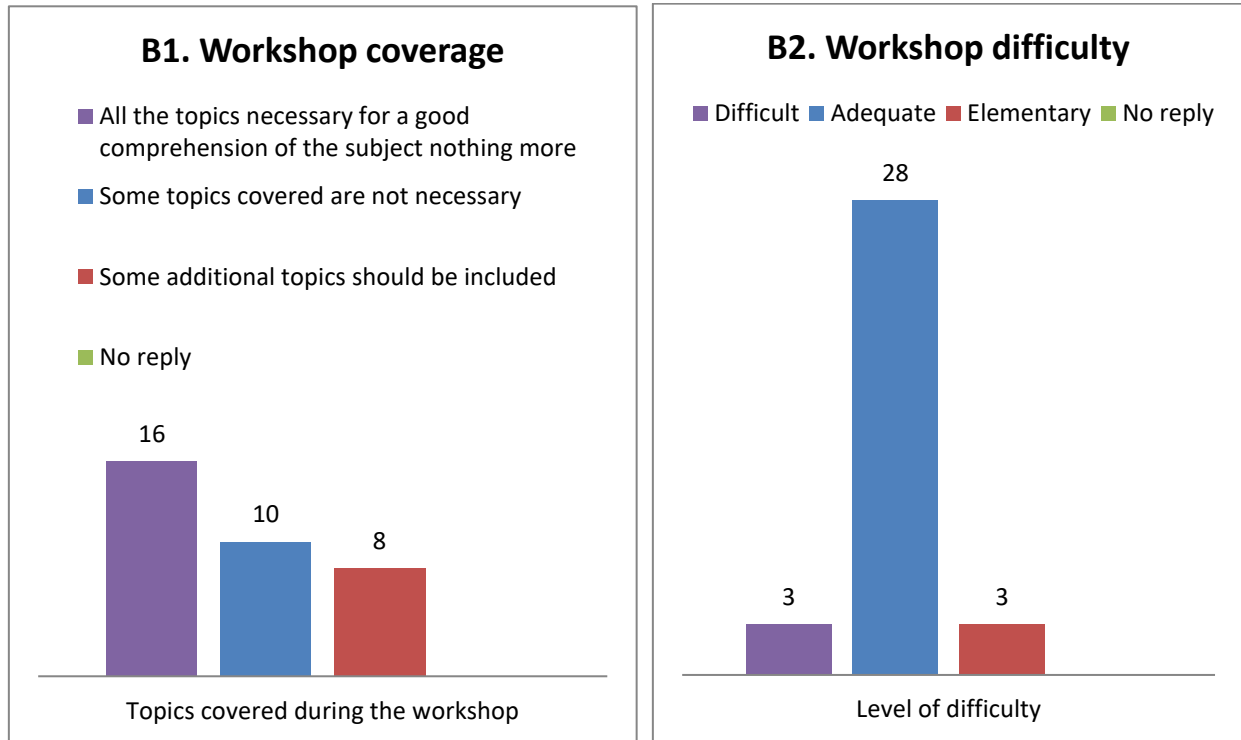
A. ORGANISATIONAL, ADMINISTRATIVE AND PLANNING ISSUES BEFORE AND DURING THE EVENT		Number of Responses				Total Responses	Rating of the workshop
		EXCELLENT	GOOD	AVERAGE	POOR		Average Score (max = 4)
A1	Efficient logistics: location of venue and interpretation	13	17	4		34	3,26
A2	Smooth flow of programme, efficient handling of emerging needs and attentiveness to participants concerns	11	17	6		34	3,15
A3	Presentations correspond and contribute to the planned objectives and are conducive to enhanced shared understanding and participation on addressed topics	7	17	7	3	34	2,82
A4	Clarity, coverage and sufficiency of concepts, objectives, anticipated outputs and outcomes	8	14	10	2	34	2,82
A5	The materials distributed were helpful	7	16	10	1	34	2,85
A6	Efficient and Effective Facilitation	6	18	8	2	34	2,82
A7	Overall rating of the event	9	17	7	1	34	3,00

The overall rate of the training was good, as 50% of the evaluations rated it as good and 26,5% as excellent. The other items had similar results rating a bit higher the logistics: venue and interpretation and the flow of the program, handling of emerging needs and attention to participants concerns. The items that were rated lower, 2.82 out of 4 were related to the content (A3 and A4) and to the efficiency and effectiveness of facilitation (A6).





**Feedback on technical aspects:**



The evaluation results of section B: technical aspects, was rated higher and expressed and reflected the same concern that the expert team had: the length of the workshop was shorter than required.



## 7 ANALYSIS OF THE RESULTS OF THE EVALUATION AND FINAL REMARKS

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Overall the trainees declared a good level of satisfaction. The vast majority declared that the most valuable things they gained in terms of knowledge and skills were:

- Clarity
- Everything
- The actions in the GG plan
- More clarity on the whole process of writing a concept paper and getting funds
- More relation to the institutions related to the green economies
- Very friendly atmosphere, data and information what we learnt
- The easiness of the information given
- The presentations
- Group work

As mentioned before, they valued mostly the working in groups giving them the opportunity to discuss debate and share experiences by Sector. They also valued the trainers' work, the friendly atmosphere created during the workshops as well as the diversity in the background of participants.

According to the trainees, aspects that can be improved in future trainings are the following:

- organization of the event: provide agenda of the workshop in advance
- be specific on the objects of the training,
- logistic of time
- longer time, not sufficient training. More practice, too many presentations
- more exercises on all aspects of the writing of a concept note
- many training courses
- more training x3
- needs more time, giving more examples for project cycle management
- 2 days was not enough

The need to organize further workshops and initiatives on concept note development or project proposals writing is evident, as well as the need to create more synergies and common spaces to meet and debate about issues that affects them all. Including the internal systems in Ministries and Agencies to be able to come up with solid proposals and have effective coordination channels.

The implementation of the training under Task 4, was successful, as objectives were met and participants were pleased with the delivered material and activities.



Moving forward, it is recommended that the following points are considered:

- Focusing awareness building activities on larger audience, including all key economic sectors from different domains.
- Focusing training efforts on the sectors but ensuring that the participants receive a preparation course of action, whether as part of the actual training or as an in-advance tool box material that is shared prior to the training.
- Measuring the learnings by running pre and post training assessments on the participants would allow for a good to for measuring performance and qualifying results.
- Engaging group activities are highly recommended, especially for technical and sector related training, allowing the participants to work on problem solving or case studies as group or pair exercises would contribute to an enhanced learning experience.
- Screening the participants by either interviewing them or running a survey before the training would help get a better view on their level of expertise, interests and challenges experienced in the workplace, hence the material preparation and delivery could be more targeted.
- Planning training activities must take into regard the busy schedules and the various activities that other entities are running to ensure high commitment of participants.
- Translation of the training material is also preferable.

We recommend that further trainings and further work is done to address the process of project development at the ministries and at the MOPIC.



## 8 MENTORING AND COACHING SESSIONS

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### 8.1 SELECTION OF CONCEPT NOTES

During the training participants received the information that the activity included mentoring and coaching for 2 concept notes to be developed into project proposals. There was a deadline to submit basic concept notes/ideas from the participants and for the expert team to evaluate and choose the ones to take forward. Ten concept notes were considered by the experts and based on the criteria of readiness, motivation, sustainability and potential funding options initially three were selected:

- “Increase rainwater harvesting opportunities and soil protection among small farmers in rural areas in Jordan”/MoA
- Moses Springs “applying sustainable energy and sustainable landscapes” / MoTourism
- To develop human resources capacities at the MoTourism on Green Growth
- After initial meetings with the different teams, and due to lack of availability, the later proposal was disregarded. In the following sections each expert will provide an overview the ten days dedicated to this task. The final project proposals will be submitted in separate documents.

### 8.2 KEY FINDINGS OF THE COACHING AND MENTORING FOR THE MINISTRY OF TOURISM BY EXPERT MS. HALA MUJALLY

#### INTRODUCTION

Coaching and mentoring activities for the Ministry of Tourism (MOTA) team took place during the period between March 3– 26, 2019<sup>2</sup>. The mentoring aimed at:

- Enhancing MOTA’s team capacity on developing project concept notes.
- Growing awareness towards available green financing opportunities.
- Develop at least one concept note / project proposal.

MOTA team submitted 4 preliminary projects that were reviewed and assessed in alignment with the objectives of the overall activity. The projects were as follows:

1. Enhancing community resilience and climate adaptation by conserving and revitalizing a cultural heritage site “Moses Springs”
2. Tourism Map and GIS System in Tourism Planning
3. The national tourism awareness campaign
4. Raising awareness and building capacity within tourism sector on green growth and sustainability

Three projects were selected to receive further mentoring as per their needs. Selection was primarily based on the relevance and readiness of the submitted draft concept notes. The selected projects were:

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<sup>2</sup> Coaching and mentoring activities were conducted by Hala Mujally, contracted expert by SWIM Horizon 2020 SM.



1. Enhancing community resilience and climate adaptation by conserving and revitalizing a cultural heritage site “Moses Springs”
2. Tourism Map and GIS System in Tourism Planning
3. Raising awareness and building capacity within tourism sector on green growth and sustainability

The coaching and mentoring activities took the form of office sessions in addition to continuous online follow-up through email correspondences. The following table lists the office session dates, objectives and participants and below is further documentation of the key findings.

Session Date	Objective / Result	Participants
March 3, 2019	Introduction: overview of the activity objectives, review submitted draft concept notes and assignment of next steps.	Tahani Al Salhi, Nadia Qudah, Mohammad Alshraideh
March 4, 2019	Overview of the proposed project and assignment of next steps.	Ahed Alneiss, Mohammad Alshraideh
March 6, 2019	Progress review.	Mohammad Alshraideh
March 11, 2019	Progress review.	Mohammad Alshraideh
March 13, 2019	Progress review.	Ahed Alneiss
March 14, 2019	Progress review.	Mohammad Alshraideh
March 18, 2019	Progress review.	Ahed Alneiss, Mohammad Alshraideh
March 21, 2019	Progress review.	Mohammad Alshraideh

TABLE 2: COACHING AND MENTORING OFFICE SESSIONS FOR MOTA

**KEY FINDINGS:**

1. Ministry of Tourism and Antiquities team expressed their appreciation for the opportunity to receive the coaching and mentoring on developing project concept notes.
2. The submitted concept note for “Tourism Map and GIS System in Tourism Planning” project could be integrated with the “Raising awareness and building capacity within tourism sector on green growth and sustainability” project. Moreover; further coordination and collaboration with other governmental institutions is vital for the project and could support the implementation of various components without the need for external financing.
3. “Raising awareness and building capacity within tourism sector on green growth and sustainability” project concept note requires conducting further communication with various stakeholders, starting with running a diagnostic survey to assess the sector’s capacity building specific needs. Furthermore, the formulation of strategic partnerships with local and international non-governmental institutions



should also be considered to ensure the sustainability of the project. Such institutions include, but not restricted to: Jordan Green Building Council, Royal Society for Conservation of Nature, Global Green Growth Institute GGGI and Qutoof Professional Development. Collaboration with the Ministry of Environment is also needed as they support and organize various awareness and capacity building activities that serve the purpose of the project.

Once completed, potential financiers for this project would be the EU funded SwitchMed program, the United States Agency for International Development USAID's Building Economic Sustainability through Tourism BEST program and the German Society for International Cooperation GIZ.

4. Enhancing community resilience and climate adaptation by conserving and revitalizing a cultural heritage site "Moses Springs" project presents an opportunity for a climate change adaptation intervention that is coupled with cultural and natural heritage values. Further stakeholder communication is currently undergoing to strengthen collaboration. A letter to the Ministry of Planning and International Cooperation is being submitted to request facilitation of access to available green financing, more specifically climate financing. While first communication with potential financiers is also being established. Being a Green Climate Fund GCF accredited entity, the United Nations Development Program UNDP poses a great opportunity for seeking green financing. the United States Agency for International Development USAID's Building Economic Sustainability through Tourism BEST program could also be considered.
5. Concept note template had to be adapted to the nature of the projects and the potential green financiers. Hence, the developed concept notes used different templates.

#### **CAPACITY ENHANCEMENT NEEDS ASSESSMENT:**

As explained by the Ministry of Tourism and Antiquities MOTA team and as clearly shown in the draft concept note prepared for the Raising awareness and building capacity within tourism sector on green growth and sustainability; the following capacity enhancement needs were extracted:

- a) Project concept notes preparation: to enable the ministry's team to prepare project concept notes and proposals using both, generic and specific templates and educate the team on how to collect required information and organize it in an appropriate format.
- b) Project management frameworks: to enhance the institutional capacity on project management, to better identify, design and implement projects. The purpose would be to standardize and enhance project management practices within the institution.
- c) Available green financing solutions: further knowledge sharing on the available green financing tools and approaches and how to access them.
- d) Public private partnership models and tools & Innovation in public services: the Ministry is keen on enhancing their partnerships with the private sector and to achieve that there is a need to enhance the expertise level and nurture a culture of innovation in service provision.
- e) Sector-specific sustainability concepts and measures: this covers sustainable tourism, green procurement aspects, green buildings, sustainable site management, solid waste management, green financing and circular economy.
- f) Growing awareness within the tourism sector on green growth, green and circular economy, sustainability principles and sustainable consumption and production.



### 8.3 KEY FINDINGS OF THE COACHING AND MENTORING FOR THE MINISTRY OF AGRICULTURE BY EXPERT MR. ABDULLAH BDEIR

#### **Overview and introduction:**

The mentoring project was iterative in nature and focused on the principle of helping them to learn the process of creating better grounded concept notes rather than just review iterative versions. The first phase of the mentoring involved re-pivoting the concept note to be in line with circular economic and most importantly the missing component of environmental sustainability. Rain water harvesting in itself is not an environmental issue unless it mitigates against other related environmental issues in this case highly sloped land gradients creating soil erosion during times of heavy rain.

The second focus point was to underline the importance of actual stakeholder consultation and the necessity of this issue on how it makes everyone aware of details looked at from other people's perspectives. The assumptions made with regards to stakeholder engagement were different when the no consultation took place and was merely the perceptions of the ministry of agriculture staff. Once the consultation took place a mentoring session was dedicated to discuss outcomes and how it would impact the concept note development.

An area of utmost importance was the problem tree analysis to get the root problem and effects that it has. The problem tree was visited twice following the field consultation visit to stakeholders and the outcomes were shared. The progression of the problem tree had the anticipated impact on the objectives tree and hence the log frame tables

"Clarity" was emphasized as an important concept note development criteria especially when showing previous expertise in subject matter with data and statistics provided. Clarity of goals and how they link to outcomes within the context of the log-frame was also discussed.

Finally the budgets were re-visited and the basic budget breakdown schemes were again reviewed making sure that no line items in the budget had been left unclarified. Again it is the feeling of confidence in the project and the ability to answer questions under scrutiny by any potential donor or auditor was evident throughout the mentoring period.

#### **Review and Research work done off line (not at ministry):**

3 Mar 2019: A thorough review of the concept note in preparation for first meeting with some concerns to focus on and raise for discussion.

5 Mar 2019: Rainwater harvesting issues were discussed with local water expert.

6 Mar 2019: a review of similar projects was done and an analysis on the environmental sustainability was analyzed. A new dimension to be added based on green growth.

14 Mar 2019: A consultation with GGGI related to funding options & knowledge of open calls for possible follow-up during upcoming GGGI fund raising expert visits to Amman April 2019

18 Mar 2019: addition of researched items on soil erosion papers etc. Review of concept note and comments were sent to client

20 Mar 2019 : A review of the updated concept note is performed and comments sent

24 Mar 2019: A final Review of updated concept note was done and resent



### Progress review meeting minutes at the MoA:

#### **Meeting Minutes 4 Mar 2019:**

Brief a summary of the discussion points main items to elaborate jointly during the 10 day mentoring period:

1. A clear mention of the long previous experience and success rate of similar projects by the Ministry of Agriculture - (demonstrate expertise and operational capacity)
2. Clear focus on environmental sustainability to link the project to green themes/ sector needs - how does water harvesting improve the environmental situation?
3. Focus on project sustainability with mention of M/E being part of the sustainability plan with feedback /lessons learnt incorporated (how will action sustain itself institutionally, financially, etc)
4. Think about the stakeholder consultation - how will it be done, samples especially with the program being previously implemented to make use of the data and knowledge.
5. Target group details, beneficiaries details
6. Problem tree analysis with link to environmental sustainability and impact - current problem tree shows little effect on environmental impact (component 1 and 2 do are not linked to environmental aspect) component 3 mentioned in problem tree is not implemented until year 2 and end of program )
7. Where are open calls now available for such agricultural projects? looking for specific funding donors would help focus the concept note discussion and template

As discussed please do make use of the KPIs currently out there related to agriculture especially some good ones might be relevant from the sustainable consumption and production action plan a link below since you did not seem to have this before:

[National Strategy and Action Plan for Sustainable Consumption and Production in Jordan \(2016-2025\)](#)

#### **Meeting Minutes 7 Mar 2019:**

Going forward and since we agreed to have next week focused on stakeholder consultation as well building up the problem tree kindly find attached an open source reference for problem tree analysis

To summarize our discussion today :

1. The Target market of farmers is to be defined with clear criteria aimed at none utilized farm land with slopes 5-37 degrees range
2. The target market would be consulted and results incorporated to validate the expected needs etc.
3. The main problem at the core is soil erosion with the program to be redefined based on the new findings - a direct link to green growth and environmental impact is better positioned to be included
4. National SCP Action plan KPI s pertaining to agriculture sector have been reviewed with a link up to project to be included
5. The ministry of agriculture role that it can commit to is made clear and will be incorporated to strengthen the proposal

[Developing a problem tree](#)

#### **Meeting Minutes 10 Mar 2019:**

As clarified today during our meeting at the ministry we are hoping that you can incorporate all the comments made during our discussions so far in the draft concept note you already prepared - to receive draft next Sunday 17 March 2019 god willing

Summary of a few main items we discussed today :

1. Stakeholder consultation to be performed in the field with the farmers soliciting main questions and coming up with a problem tree with the farmers involved ( 13 Mar 2019 expected field trip date )
2. Target beneficiary clarification: focus on uncultivated land as well as land with slope





3. Need to revise budget based on new component precedence and scope, activity based budget to follow log-frame items
4. The previous experience of completed similar projects would be used as reference for duration, cost and showing project risk mitigation aspects = sustainability ( stone barriers, drip irrigation, fencing, capacity building etc..)
5. Link up the green dimension of the project in the problem tree, stakeholder consultation, log-frame etc. ( water efficiency through drip irrigation, energy efficiency with gravity pumping, soil erosion through cultivation as well as stone barriers )
6. Sequence of the project component execution to be completed as per the updated components priority , new timeline /schedule update
7. Capacity building component to be clarified with a clear scope and linked up to other components clearly
8. Social dimension to include women integration especially with harvest season, local community engagement through cistern construction with local contractors added to the social dimension (same for stone barriers and fences )

#### Meeting Minutes 17 Mar 2019:

Stakeholder consultation with Jerash farmers which had focused on 4 main issues:

1. soil erosion problem that farmers were aware of
2. limited water resources during dry summer season
3. financial limitations to cultivate raw land for currently vacant land plots in rural areas
4. Some issues related to inherited land that is left pending without a single owner to take forward any cultivation

The issue of costs to get labor to work on constructing rock barriers has increased, the cost of building a cistern has increased and the cost of putting a fence around the land has also escalated making the initial investment or such rural societies too high to start a cultivation activity of their raw land

cost analysis that was validated by the farmers for cistern building, rock barrier building or fencing was useful during the ministry of agriculture discussion. The building of these tools by the farmer themselves would reduce cost and ensure good quality end results

A focus on two main tree types namely olives and almond/nut trees was suggested due to lower water consumption when compared to the other available crops of grapes and apples

It was evident that farmers that take good care of the trees with periodic work and care has seen very high productivity versus non dedicated farmers

The use of cactus to create land territory fencing to keep away sheep and other animals has been seen as being more green, produces some income generating fruits and is much lower in cost with a one year growth period required

#### Meeting minutes 18 March 2019 :

Group discussion focused on Problem tree analysis update took place he stakeholder consultation discussion was taken into consideration

#### Meeting Minutes 20 March 2019:

Capacity building breakdown for the different types of :

1. stone barrier construction methods
2. land usage planning with contour plans, location of cistern to allow for gravitational irrigation, location and densification of tree planting, location of stone barriers within each land contour scenario. The scenario takes into account optimization of harvest to make sure farmers are engaged and will remain dedicated to the project sustainability
3. construction techniques for cistern as well as channels and collection pits leading to cistern. The training will also include the sedimentation pits / ponds leading to the cistern



4. Training on irrigation milestones and quantity per watering milestone depending on plant type and land types

Breakdown of fence costs, capacity building costs per day and per trainee were compiled with a further requirement by the team to go through the incentive budget and any stone barrier budgets per farmer land plot

Estimates for the increased productivity from previous years of similar implemented projects to be sought after by team

The component implementation phases and success rates expected for each component going to the next will be estimated and clarified in the updated concept note

Ministry commitment for the capacity building activity throughout all components and project execution are clarified with the number of trainees chosen from each directorate also included

Log-frame details to follow from the updated problem tree and objectives tree and similarly linked to activity based budgets



## 9 ANNEXES

### 9.1 Agenda

#### Day 1: 10 February 2019, 09:00 to 15:30 (Registration starts at 8.45)

	Module	Outline content	Presenter
8.45- 9.00	<b>Registration of trainees</b>		
9.00- 9.15	Opening Introductions to the project	<ul style="list-style-type: none"> <li>• Opening remarks</li> <li>• Welcome &amp; introduction to the project</li> <li>• Learning objectives</li> </ul>	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 Manager
	<b>Session 1: Origination</b>	<b>Decision taking at Ministry level in Jordan</b>	
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	<b>BREAK</b>		
	<b>Session 2: Design, alignment and monitoring.</b>	<b>Green Growth Action Plans and Strategies in Jordan</b>	



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	<b>BREAK</b>		
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	<b>LUNCH</b> Day 1 Ends		



**Day 2: 11 February 2019, 09:00 to 15:30 (Participants are kindly asked to be there at 8.45)**

	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
	<b>Session 3: Access to finance</b>	<b>Available Green growth financing opportunities in Jordan</b>	
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	<b>BREAK</b>		
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	<b>BREAK</b>		
	<b>Summary Sessions</b>	<b>Addressing options and challenges</b>	
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	<b>LUNCH</b>		ALL
TRAINING COMPLETED			



## 9.2 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>3</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?

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Budget line	Budget in JD/USD/Euro
Project Management	
Technical Assistance	
Hardware	
Monitoring and evaluation1)	
Total budget	

- Who are the intended parties to finance the project?

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

- Why is Donor support needed?



## 9.3 Lists of participants

### SWIM-H2020 SM EFH-JO-3 Workshop 2: Training on Concept Note Development for Green Growth and SCP in Jordan 10-11 February 2019, Amman, Jordan

No.	COUNTRY	TYPE OF INSTITUTION (please use the options provided*)	TITLE (Mr/Ms)	FIRST NAME	LAST NAME	POSITION/FUNCTION	ORGANISATION/INSTITUTION	EMAIL
1	SPAIN	INTERNATIONAL ORGANISATIONS AND PROGRAMMES	Ms.	Marta	JUNQUERA	Expert	SCP/RAC / SWIM-H2020 SM	mjunquera@scprac.org
2	BELGIUM	INTERNATIONAL ORGANISATIONS AND PROGRAMMES	Mr.	Francesco	LEMBO	Expert	ACR+ / SWIM-H2020 SM	fl@acrplus.org
3	JORDAN	INTERNATIONAL ORGANISATIONS AND PROGRAMMES	Ms.	Hala	MUJALLY	Expert	SWIM-H2020 SM	hala.muj@gmail.com
4	JORDAN	INTERNATIONAL ORGANISATIONS AND PROGRAMMES	Mr.	Abdullah	BDEIR	Expert	SWIM-H2020 SM	optimasun@yahoo.com
5	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Mohamed	AFANA	Director Policies and Institutional Development / H2020 Focal Point	Ministry of Environment (MOENV)	mohamad.afaneh@MOENV.GOV.JO
6	JORDAN	MINISTRY REPRESENTATIVES	Dr.	Jihad	ALSAWARI	Technical Advisor to the Minister- Director of Green Economy Unit	Ministry of Environment (MOENV) -Green Economy Unit	



7	JORDAN	MINISTRY REPRESENTATIVES	Ms.	Randa	BARAKAT	Focal Point Officer	Ministry of Environment (MOENV)	barakat.randa@gmail.com
8	JORDAN	ACADEMIA AND RESEARCH INSTITUTES	Mr.	Marshall	BROWN	Expert	Global Green Growth Institute (GGGI)	marshall.brown@gggi.org
9	JORDAN	ACADEMIA AND RESEARCH INSTITUTES	Mr.	Ahmed	AL AMRA	Department Country Representative	Global Green Growth Institute (GGGI)	ahmed.amra@gggi.org
10	JORDAN	ACADEMIA AND RESEARCH INSTITUTES	Ms.	Krystel	COOPER	Expert	Global Green Growth Institute (GGGI)	krystel.coooper@gggi.org
11	JORDAN	MINISTRY REPRESENTATIVES	Ms.	Renad	ALFALEH	Environmental Engineer	Ministry of Environment (MOENV)	renad.faleh@moenv.gov.jo
12	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Hussein	HAWILEH	Head of studies and value chain	Ministry of Agriculture (MOA)	hawilehh@yahoo.com
13	JORDAN	LOCAL AUTHORITIES	Mr. Eng.	Issa Mohamad Ibrahim	ALHASANAT	Director of Environment	Petra Development and Tourism Region Authority (PDTRA)	i.mhasanat@pra.gov.jo
14	JORDAN	LOCAL AUTHORITIES	Ms.	Nahed Abdalla Soleman	AL KHLAIFH	Head of Environmental Resource	Petra Development and Tourism Region Authority (PDTRA)	nahed.khalaifh@pra.gov.jo
15	JORDAN	MINISTRY REPRESENTATIVES	Ms.	Noura	ALSHRAA	Environmental Researcher	Ministry of Environment (MOENV)	alshraa5@yahoo.com
16	JORDAN	MINISTRY REPRESENTATIVES	Ms.	Farah Rahall Mohammad	FAYED	Technical Section	Ministry of Environment (MOENV)	farah.rahhal@nas.com
17	JORDAN	MINISTRY REPRESENTATIVES	Ms.	Esra'a Ali Owidah	AL-HARASIS	Head of Technical Section	Ministry of Environment (MOENV)	esraa.harasis@moenv.gov.jo



18	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Nadir	AL HABAHEB	Head of Sheep Division	Ministry of Agriculture (MOA)	nadir_ha1973@yahoo.com
19	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Fayez	AI DABABSEH	Engineer	Ministry of Agriculture (MOA)	fayez@yahoo.com
20	JORDAN	MINISTRY REPRESENTATIVES	Ms.	Tahani	AI SALHI	Consultant	Ministry of Tourism and Antiquities (MOTA)	tahani.alsalhi@mota.gov.jo
21	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Hasan	ABURAYYA	Engineer	Ministry of Agriculture (MOA)	hsno79@yahoo.com
22	JORDAN	MINISTRY REPRESENTATIVES	Mrs.	Heba	ZABA'AWI	Head of Section	Ministry of Environment (MOENV)	heba_z@moeva.gov.jo
23	JORDAN	MINISTRY REPRESENTATIVES	Mrs.	Manar	SHAWABKAH	Agricultural Engineer	Ministry of Environment (MOENV)	manarshawabkah@yahoo.com
24	JORDAN	MINISTRY REPRESENTATIVES	Dr.	Mohd Saddam	BINTARIF	Head of poultry Dep.	Ministry of Agriculture (MOA)	mbintarif@yahoo.com
25	JORDAN	MINISTRY REPRESENTATIVES	Eng.	Salem	RDAINI	Head of division of agriculture section	Ministry of Agriculture (MOA)	salimrdainia@yahoo.com
26	JORDAN	MINISTRY REPRESENTATIVES	Ms.	Lama	SHMAYLH	Head of Economical Empowerment of rural women	Ministry of Agriculture (MOA)	lama.shmaylh@live.com
27	JORDAN	ACADEMIA AND RESEARCH INSTITUTES	Ms.	Rawia	ABDULLAH	Senior Environment specialist	Royal Scientific Society (RSS)	rawia.abdullah@rss.jo
28	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Mohammad	ELSHEBLI	Head of climate change section	Ministry of Agriculture (MOA)	m.mohamad773@yahoo.com
29	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Firas Abdul Majid	AL HUWAIDI	Head of climate change section		



30	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Hane Ahmad	BANY BAKER		Ministry of Agriculture (MOA)	henanly@hotmail.com
31	JORDAN	LOCAL AUTHORITIES	Ms.	Hotaf	YASSIEN	Head of Green Economy department	Aqaba Special Economic Zone Authority (ASEZA)	hoyassien@aseza.jo
32	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Amjad	ABUALGH	Director Projects		
33	JORDAN	MINISTRY REPRESENTATIVES	Ms.	Sherien	DAMOUR	Head of land reclamation	Ministry of Agriculture (MOA)	sheriendamour@gmail.com
34	JORDAN	PRIVATE SECTOR	Ms.	Katya	SMADI	Public Relations	Jordan Chamber of Commerce (JOCC)	k.samadi@jocc.org.jo
35	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Hamza	RACHIDE	Engineer	Ministry of Environment (MOENV)	hamza.rachid@moenv.org.jo
36	JORDAN	MINISTRY REPRESENTATIVES	Mr.	Hamdan	Shaahdi	Engineer	Ministry of Environment (MOENV)	
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