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PROJECT APPRAISAL DOCUMENT  
ON A  
PROPOSED  
GLOBAL ENVIRONMENT FACILITY TRUST FUND GRANT  
IN THE AMOUNT OF US\$3.33 MILLION  
TO THE  
HASHEMITE KINGDOM OF JORDAN  
FOR THE  
BADIA ECOSYSTEM AND LIVELIHOOD PROJECT

June 12, 2012

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## CURRENCY EQUIVALENTS

(Exchange Rate Effective April 13, 2012)

Currency Unit = Jordanian Dinar (JOD)  
JOD0.708 = US\$1

## FISCAL YEAR

January 1 – December 31

## ABBREVIATIONS AND ACRONYMS

AAAID	Arab Authority for Agricultural Investment and Development
ACSAD	Arab Center for the Studies of Arid Zones and Dry Lands
AFD	French Development Agency
AFESD	Arab Fund for Economic and Social Development
AOAD	Arab Organization for Agricultural Development
BELP	Badia Ecosystem and Livelihoods Project
BRP	Badia Restoration Program
CBJ	Central Bank of Jordan
CCA	Community Centers Agency
CEO	Chief Executive Officer
CPS	Country Partnership Strategy
DA	Designated Account
DBIU	Database and Information Unit
DOS	Department of Statistics
EC	European Commission
EMP	Environmental Management Plan
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
EPP	Enhanced Productivity Program
ETDP	Ecotourism Development Plan
EU	European Union
FAO	Food and Agriculture Organization
F&B	Food and Beverage
FFEM	French Global Environment Facility
FM	Financial Management
FO	Financial Officer
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIZ	German Society for International Cooperation
GNI	Gross National Income
GOJ	Government of Jordan
HFDJB	Hashemite Fund for the Development of the Jordan Badia
ICARDA	International Center for Agricultural Research in the Dry Areas

IDRC	International Development Research Center
IFAD	International Fund for Agricultural Development
IFR	Interim Financial Report
IPSAS	International Public Sector Accounting Standards
IUCN	International Union for Conservation of Nature
JICA	Japan International Cooperation Agency
JRF	Jordan River Foundation
JVA	Jordan Valley Authority
LCS	Least Cost Selection
M&E	Monitoring and Evaluation
MENA-DELP	Middle East and North Africa-Desert Ecosystems and Livelihoods Program
MOA	Ministry of Agriculture
MOE	Ministry of Environment
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
MOWI	Ministry of Water and Irrigation
NBSAP	National Biodiversity Strategy and Action Plan
NCARE	National Center for Agricultural Research and Extension
NGO	Non Governmental Organization
NRM	Natural Resource Management
NTS	National Tourism Strategy
ORAF	Operations Risk Assessment; Framework
PA	Protected Area
PDO	Project Development Objective
PIM	Project Implementation Manual
PMAT	Portfolio Monitoring and Tracking Tool
PMU	Project Management Unit
RSCN	Royal Society for the Conservation of Nature
SC	Steering Committee
SOE	Statement of Expenditures
STC	Special Tender Committee
TWG	Technical Working Group
UNCBD	United Nations Convention on Biological Diversity
UNCC	United Nations Compensation Committee
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
WA	Withdrawal Application

Regional Vice President:	Inger Andersen
Country Director:	Hedi Larbi
Sector Director:	Junaid Ahmad
Sector Manager:	Hoonae Kim
Task Team Leader:	Banu Setlur

**HASHEMITE KINGDOM OF JORDAN**  
**Badia Ecosystem and Livelihoods Project**

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# PAD DATA SHEET

*Jordan*

*JO-Badia Ecosystem and Livelihoods (P127861)*

## PROJECT APPRAISAL DOCUMENT

*MIDDLE EAST AND NORTH AFRICA*

*MNSSD*

Basic Information			
Date:	14-June-2012	Sectors:	General agriculture, fishing and forestry sector (50%), Public administration- Agriculture, fishing and forestry (50%)
Country Director:	Hedi Larbi	Themes:	Biodiversity (45%), Rural non-farm income generation (45%), Climate change (10%)
Sector Manager/Director:	Hoonae Kim/Junaaid Kamal Ahmad	EA Category:	B - Partial Assessment
Project ID:	P127861	Focal Area:	Multi-focal area
Lending Instrument:	Specific Investment Grant		
Team Leader(s):	Banu Setlur		
Joint IFC: No			
Borrower: Government of Jordan			
Responsible Agency: National Center for Agricultural Research and Extension			
Contact:	Dr. Fawzi Al Sheyab	Title:	Director General
Telephone No.:	962 064 726 680	Email:	director@ncare.gov.jo
Project Implementation Period: Start Date: 1-Jan-2013 End Date: 1-Jan-2017			
Expected Effectiveness Date: 1-Jan-2013			
Expected Closing Date: 1-July-2017			
Project Financing Data(US\$M)			
<input type="checkbox"/> Loan	<input checked="" type="checkbox"/> Grant	<input type="checkbox"/> Other	
<input type="checkbox"/> Credit	<input type="checkbox"/> Guarantee		
<b>For Loans/Credits/Others</b>			
Total Project Cost (US\$M):		14.68	
Total Parallel Financing (US\$M):		11.35	
Total Bank Financing (US\$M):		0.00	
Financing Gap		0.00	
Financing Source		Amount (US\$M)	
BORROWER/RECIPIENT		10.35	
Others			
USAID/FAO		1.0	
Global Environment Facility (GEF)		3.33	
Total		14.68	

Expected Disbursements (in USD Million)									
Fiscal Year	2013	2014	2015	2016	2017				
Annual	0.50	0.50	1.00	1.00	0.33				
Cumulative	0.50	1.00	2.00	3.00	3.33				

Global Environmental Objective(s)	
The Project Development Objective (PDO) is to support sustainable livelihoods and enhance ecosystem services through participatory approaches in selected areas of the Jordan Badia.	

Components	
Component Name	Cost (USD Millions)
Community-Centered Ecotourism in the Northern Badia	1.47
Adaptive Rangeland Management and Alternative Livelihoods Support in the Southern Badia	1.43
Project Management and Monitoring and Evaluation	0.43

Compliance		
Policy		
Does the project depart from the CAS in content or in other significant respects?	Yes [ ]	No [ X ]
Does the project require any waivers of Bank policies?	Yes [ ]	No [ X ]
Have these been approved by Bank management?	Yes [ ]	No [ X ]
Is approval for any policy waiver sought from the Board?	Yes [ ]	No [ X ]
Does the project meet the Regional criteria for readiness for implementation?	Yes [ X ]	No [ ]

Safeguard Policies Triggered by the Project	Yes	No
Environmental Assessment OP/BP 4.01	X	
Natural Habitats OP/BP 4.04	X	
Forests OP/BP 4.36		X
Pest Management OP 4.09		X
Physical Cultural Resources OP/BP 4.11	X	
Indigenous Peoples OP/BP 4.10		X
Involuntary Resettlement OP/BP 4.12	X	
Safety of Dams OP/BP 4.37		X
Projects on International Waterways OP/BP 7.50		X
Projects in Disputed Areas OP/BP 7.60		X

Legal Covenants			
Name	Recurrent	Due Date	Frequency
Effectiveness Conditions		Effective date	Once
PMU established by the Recipient in a manner satisfactory to the World Bank			

Team Composition
------------------

Bank Staff					
Name		Title	Specialization		Unit
Indra G. Raja		Program Assistant	Program Assistance		MNSSD
Carolyn Winter		Senior Social Development Specialist	Social Development and Social Safeguards		MNSSO
Banu Setlur		Environmental Specialist	Team Leader		MNSEN
Jean-Michel G. Pavy		Senior Environmental Specialist	Environment		AFTEN
Anarkan Akerova		Counsel	Legal		LEGEM
Lina Fares		Senior Procurement Specialist	Procurement		MNAPR
Ayala Peled Ben Ari		Consultant	Operations Specialist		AFTEN
Jad Raji Mazahreh		Senior FM Specialist	FM		MNAFM
Viviane Wei Chen Clement		Junior Professional Associate	Environmental Safeguards		MNSEN
Non Bank Staff					
Name		Title	Office Phone		City
Turi Fileccia (FAO-CP)		Senior Agronomist	390657056462		Rome
Locations					
Country	First Administrative Division	Location	Planned	Actual	Comments
Jordan	Ma'an	Muhafazat Ma`an	X	X	Al Jafr and Al Husseinieh poverty pockets.
Jordan	Mafrq	Muhafazat al Mafrq	X	X	Ar Ruwaished poverty pocket

## I. STRATEGIC CONTEXT

### A. Country Context

1. *The Hashemite Kingdom of Jordan is an upper middle-income country with a population of 6 million and a per-capita Gross National Income (GNI) of US\$4,390.* The population is 80 percent urban and 41 percent of the population is youth. Services account for more than 70 percent of the Gross Domestic Product (GDP) and more than 75 percent of jobs. The economy is well integrated with the rest of the region through trade, remittances, foreign direct investment and tourism, and has especially strong links to the Arab Gulf economies. Jordanian policymakers seek to use the demographic opportunity of a well educated, young population to build a dynamic, knowledge-based economy. Jordan's climate varies from dry sub-humid Mediterranean with rainfall of about 630 mm to desert conditions with less than 50 mm.

2. *The area farther inland from the western highlands forms a considerable part of the country known as "Badia", a region which receives an annual rainfall of 50 to 200 mm and has general characteristics of seasonal contrasts in temperature with high variations in rainfall within and among years.* Geographically, the area extends east of the western mountain series aligned to the east of the Jordan Valley, and is located on elevations between 700 and 1,100 meters above sea level. The Jordan Badia comprises 80 percent of the country's territory and is broadly divided into northern, middle and southern regions. The southern and northern Badia constitute a bulk of the source of livelihood for about 240,000 people (source: Hashemite Fund for the Development of the Jordan Badia and 2007 Census), including nomadic, semi-nomadic and settled communities who largely depend on raising livestock for a living. See Annex 2 and Annex 10 for a map of the Badia and a project map, respectively.

3. *Though overall poverty incidence has been reduced from around 20 percent in the late 1990s to 12.5 percent in 2008, higher poverty incidence occurs in the Badia.* Both the northern and southern Badia are regarded as some of the most impoverished areas in Jordan, containing several "poverty pockets"<sup>1</sup> (11 in the northern Badia and 3 in the southern Badia), as identified in the Department of Statistics (DOS) 2010 Poverty Report. Poverty prevalence in both the northern and southern Badia is largely attributed to a relatively large family size (7 in the Badia compared to the Kingdom's average of 5.7), scattered settlement patterns, high rate of illiteracy, and limited income sources. Jordan also lags behind in female employability in nonagricultural sectors: unemployment is highest among young graduates, and particularly among young women. Although women are at least as educated as men, their participation in the labor force is among the lowest in the region.

### B. Sectoral and Institutional Context

#### *Rangeland rehabilitation*

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<sup>1</sup> Poverty pockets are defined as sub-districts where the percentage of individuals below the absolute poverty line exceeds 25 percent of the total population of the sub-district. The absolute poverty line (food and non-food poverty) was calculated as US\$952 per individual per year in constant prices at the Kingdom level (Poverty Report, 2008, DOS).

4. ***The Government of Jordan's vision for the Badia is to reduce poverty and unemployment, and improve the living conditions of Badia communities.*** The National Rangeland Strategy (2001) looks to foster sustainable rangeland management through participatory planning processes, information and environmental awareness. Among other issues, enhancing biomass and vegetation cover and protection of biodiversity are stressed. Importantly, the concept of community-based rangeland reserves is introduced. Community-based rangeland management is based on the premise that resource users (e.g. livestock owners) and resource managers can find a common solution which produces common gains in the long term; this is done by bringing the interested parties together to collaborate in establishing agreed management objectives and practices. Although Jordan's vision for the Badia is far from being realized, this model has been showing promise by addressing both issues of livestock needs and resource depletion.

#### *Ecotourism*

5. ***In contrast to the relatively limited success in rangeland rehabilitation to date, tourism has been Jordan's largest export sector.*** Travel and tourism have accounted for about 12.5 percent of GDP and provided both direct and indirect employment opportunities, including in some of the poorest parts of the country. Many of Jordan's most significant cultural and historic assets are located in secondary cities. The 2011-2015 National Tourism Strategy (NTS) looks to position Jordan as a high quality destination and raise industry competitiveness to the level required to underpin long-term sustainable growth. The NTS is meant to be private sector-led with public sector partnerships. Defined implementation activities and growth targets have been agreed on, and the crosscutting themes of competitiveness and sustainability are integrated to maximize the contribution tourism can make to economic and social development in Jordan, while enhancing business success and sustaining the country's natural and cultural assets. Ecotourism is one of 12 promising market segments identified by the NTS. Importantly, the wave of demonstrations and protests occurring in the Arab world since December 2010 and the security situation in neighboring Syria have resulted in a 17 percent decrease in number of tourists to Jordan and 42 percent decrease in revenue from tourism between 2010 and 2011 (source: Ministry of Tourism and Antiquities (MOTA); since a large portion of tourism to Jordan has been based on itineraries which included Egypt and Syria, the Government now looks to promote Jordan as an independent touristic destination.

6. See Annex 2 for additional national policies of relevance to the project.

### **C. Higher Level Objectives to which the Project Contributes**

7. ***The Badia Ecosystem and Livelihoods Project (BELP) is fully aligned with the priorities of the World Bank/IFC FY12-FY15 Country Partnership Strategy (CPS) for Jordan, and will strongly contribute to achieving the CPS' objectives*** to strengthen the capacity of local communities, and build local economic and social assets through community-based approaches in order to reduce poverty pockets and empower communities. The BELP is identified in the CPS as a new activity under the following two areas: (i) Pillar 2: Strengthen the Foundation for Growth with a focus on Competitiveness; Results Area 2.2.2: Support selected priority infrastructure Environment/Waste Management; and (ii) Pillar 3: Enhance Social Protection Mechanisms and Pursue Local Development; Results Area 3.2: Pursue Local Development and

Address Poverty Pockets. The project contributes to the objectives of the Jordan CPS by working directly with communities in the poverty pockets of Ar Ruwaished sub-district in the northern Badia; and Al Jafr and Al Husseinieh sub-districts in the southern Badia, building their capacity to better manage natural resources on which they depend significantly; and to engage in various non-herding income-generating activities in order to expand their livelihood base.

8. ***The project is part of a Middle East and North Africa Desert Ecosystems and Livelihoods Program (MENA-DELP).*** The BELP is one of five projects under the MENA-DELP, a new Global Environment Facility (GEF) and World Bank partnership. The MENA-DELP was approved by the GEF in November 2011, and it includes four national country pilot projects (Algeria, Egypt, Jordan and Morocco), and a regional knowledge sharing and coordination project seeking to strengthen networks among selected organizations by sharing experience and knowledge on key desert ecosystem management issues. For more on the MENA-DELP and alignment of its objectives with the BELP, see Annex 2.

9. ***The project is responsive to GEF Biodiversity and Land Degradation Strategies.*** It contributes to Biodiversity Objective 2 “Mainstreaming biodiversity conservations and sustainable use into production landscapes” Outcome 2.1 “Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation”; and to Land Degradation Objective 1 “Maintain or improve flow of agro-ecosystem services sustaining the livelihoods of local communities” Outcome 1.3 “Sustained flow of services in agro-ecosystems”. The selected areas of intervention under the BELP also meet the criteria set by the Ministry of Environment (MOE) for consistency with the three global conventions which Jordan has ratified.<sup>2</sup>

## II. PROJECT DEVELOPMENT OBJECTIVES

### A. PDO

10. The Project Development Objective (PDO) is to *support sustainable livelihoods and enhance ecosystem services through participatory approaches in selected areas of the Jordan Badia.*

#### 1. Project Beneficiaries

11. The beneficiaries of the project are communities in Ar Ruwaished (northern Badia), Al Jafr and Al Husseinieh sub-districts (southern Badia). Individuals, cooperatives and community organizations will benefit from learning about and implementing a more sustainable management approach to the natural resources upon which their livelihoods are dependant; a variety of income-generating activities related to ecotourism and local product development and processing; and grant resources for micro business development, adapted rangeland management, and *hafirs* (traditional name for animal watering reservoirs) for animal watering and fodder production. The total number of expected beneficiaries from the project, direct and

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<sup>2</sup> The conventions are: UNFCCC, UNCBD, UNCCD. The criteria are: land degradation, deterioration of plant cover, social and economic importance.

indirect<sup>3</sup>, is 10,720. For site selection details and detailed information on project beneficiaries see Annex 2 and Annex 7, respectively.

## **2. PDO Level Results Indicators**

12. The PDO will be measured against the following PDO Level Indicators. See Annex 1 for the project Results Framework.

- i. Amount of new ecotourism-related income to communities along the Al Azraq/Shaumari-Burqu' corridor; and
- ii. Hectares of rangelands managed by communities in a sustainable biodiversity-friendly manner in Al Jafr and Al-Husseinieh

## **III. PROJECT DESCRIPTION**

### **A. Project Components**

13. The BERP will contribute to restoring the Badia through a dual approach of adapted rangeland management and promotion of alternative income-generating activities for target communities in Ar Ruwaished sub-district (a poverty pocket in the northern Badia) and Al Husseinieh and Al Jafr sub-districts (poverty pockets in the southern Badia). In order to support the livelihoods of local communities, the project will promote a people-centered sustainable natural resource base development approach. The BERP also carries an innovative value in terms of approaches and specific activities, which if proven successful would pave the way to replication and scaling-up in other parts of the Badia. This integrated approach would allow Badia communities to improve their livelihoods while reinforcing their capacity to manage and sustainably use the ecosystem services that are available to them. The project will comprise three components:

- i. Community-Centered Ecotourism in the Northern Badia
- ii. Adaptive Rangeland Management and Alternative Livelihoods Support in the Southern Badia
- iii. Management and Monitoring and Evaluation

14. The project will be implemented by the National Center for Agricultural Research and Extension (NCARE) during four years, 2013-2017. The paragraphs below provide a brief description of project components. See Annex 2 for a detailed project description.

**15. Component 1: Community-Centered Ecotourism in the Northern Badia (GEF: US\$1.47 million):** The project will establish a 250km ecotourism corridor connecting the Royal Society for the Conservation of Nature (RSCN)-managed Al Azraq and Shaumari reserves as a starting point to Burqu', a proposed Protected Area (PA) and a hub for diverse biodiversity, unique landscape and important archeological remains. The corridor will be developed around a concept

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<sup>3</sup> Direct beneficiaries are defined as women, men and youth receiving training, income and revenues through the project and those expected to utilize the rangelands and *hafirs*. Indirect beneficiaries are the direct beneficiaries' family members, calculated on the basis of average family size of 7.

of “low volume, high value” community-centered ecotourism and provide income opportunities to the Ar Ruwaished sub-district and nearby communities while contributing to the conservation of the area’s biodiversity. The design, implementation and management of the corridor will be determined in an Ecotourism Development Plan (ETDP), which will be developed during the first year of the project in close consultation with concerned communities. It is expected that an ecolodge (12 room occupancy) and 2-4 campsites will be established by the project along the corridor at sites determined by the ETDP. This component will also provide targeted information and training to foster communities’ understanding of ecotourism and their engagement in it; the design of the corridor will also include a revenue sharing mechanism with communities. The rationale for the World Bank's involvement in this kind of "private sector" investment lies in the fact that the private sector would not engage in tourism in the north Badia without the prior investment and piloting of the of area, as has been the case in other parts of Jordan. The component will be executed by RSCN, which will be contracted by NCARE on a Direct-Contract basis, and will support the following two sub-components:

Sub-component 1.1: Establishment of an Al Azraq/Shaumari-Burqu’ ecotourism corridor

Sub-component 1.2: Community engagement

Main beneficiaries: Communities in Ar Ruwaished sub-district

**16. Component 2: Adaptive Rangeland Management and Alternative Livelihoods Support in the Southern Badia (GEF: US\$1.43 million):** In order to sustain and support the livelihoods of local communities, the project will finance the establishment of two community-based rangeland reserves, two improved (in terms of design compared to current practice) and strategically sited *hafirs*, and capacity building and support for alternative livelihood activities. Rangeland management systems options will be fully discussed with the communities through a continuing consultative process. This component will be implemented by NCARE, who will contract the Hashemite Fund for the Development of the Jordan Badia (HFDJB) on a Single Source basis to execute the community engagement and alternative livelihoods aspects. The component will support the following three sub-components:

Sub-component 2.1: Water harvesting

Sub-component 2.2: Adaptive rangeland management

Sub-component 2.3: Alternative livelihoods

Main beneficiaries: Communities in Al Husseinieh and Al Jafr sub-districts

**17. Component 3: Project Management and Monitoring and Evaluation (GEF: US\$0.43 million):** A Project Management Unit (PMU), comprising a full-time Project Manager, a part-time Monitoring and Evaluation (M&E) Specialist, a full-time Financial Officer (FO) and a seconded (by NCARE) Procurement Specialist, capable of directing and supporting project implementation, will be established in NCARE. The PMU will be tasked to:

- i. Manage, monitor and evaluate implementation of project components;
- ii. Ensure liaison, communication, collaboration and joint problem-solving between NCARE, RSCN and HFDJB;

- iii. Report implementation progress and financial management (FM) performance to the Steering Committee (SC) and the World Bank on a quarterly basis;
- iv. Ensure timely external auditing of project accounts;
- v. Ensure appropriateness of procurement and FM activities as per agreed terms;
- vi. Ensure adherence to and implementation of approved safeguard instruments;
- vii. Act as the secretariat of the SC and chair the project's Technical Working Group (TWG).

## **B. Project Financing**

### **1. Lending Instrument**

18. The project is a Specific Investment Grant financed through a GEF grant in a total amount of US\$3,330,555. Co-financing will be provided by the Government and parallel projects for a total amount of US\$11.348 million through the following sources: (i) in-kind contributions, including salaries of senior, technical, fiduciary and field staff, vehicles, fuel, portable computers, use of offices, laboratories, office equipment and software, production of information material and promotional activities, funding of sensitization workshops, baseline studies and management of works; (ii) cash contributions for sub-grants under Component 2; and (iii) related investments under existing projects and programs, such as infrastructure for the ecotourism corridor, programs related to rangeland rehabilitation and water harvesting and projects supporting livelihoods in the three selected sub-districts.

### **2. Project Cost and Financing**

<b>Project Components</b>	<b>Project Costs (US\$ m)</b>	<b>GEF Financing (US\$ m)</b>	<b>Co- Financing (US\$ m)</b>
1. Community-Centered Ecotourism in the Northern Badia	2.32	1.47	0.85
2. Adapted Rangeland Management and Alternative Livelihoods Support in the Southern Badia	9.08	1.43	7.65
3. Project Management and Monitoring and Evaluation	3.28	0.43	2.85
<b>Total Financing Required</b>	14.68	3.33	11.35
Of which contingencies (11%)		0.33	

## **C. Program Objective and Phases**

19. GEF financing leveraged through the MENA-DELP will enable interested countries in the region to operationalize their existing or planned investments in desert ecosystems. As mentioned, the BELP is one of five projects under the program, all focusing on investments to optimize the provision of desert goods and services for enhanced livelihoods in different

production sectors, and on improving the sustainability of these investments through an integrated ecosystem management approach. This initial group of countries serves to promote the MENA-DELP framework in other countries in the region with no existing or planned investments in the desert biome with the aim to develop additional national projects in subsequent program phases.

#### **D. Lessons Learned and Reflected in the Project Design**

20. The following key lessons from past and ongoing projects in Jordan are reflected in the design of the BELP:

- i. **Community participation and engagement:** The Badia has seen technically sound Government and donor-funded interventions which tried to address livelihoods and improve rangeland management without producing desired results. One key reason has been the lack of concerted and sustained efforts to engage communities in planning and implementation of activities, which often times resulted in skepticism, negative perceptions and unwillingness to collaborate. The lack of impact on the ground has further caused frustration in communities whose livelihoods are becoming increasingly tenuous. Learning from this experience, the BELP has committed significant resources for engagement with, and mobilization of, communities from the outset and will contract an experienced and well reputed Non-Governmental Organization (NGO), HFDJB, to work on community engagement and to undertake needed mediation throughout the life of the project.
- ii. **Improved approach toward rangeland management** – Ministry of Agriculture’s (MOA) practice of establishing fenced rangeland reserves controlled by Government guards has shown limited success in terms of uninterrupted plant recovery and organized utilization of resources. The project reflects MOA’s ‘new-generation’ reserve model, i.e. non-fenced community-managed reserves, which since 2001 has shown potential for success. The project takes this model one step further by systematically building communities’ capacity and engagement starting early in the process and following up throughout implementation to ensure their collaboration and the sustainability of the reserves.
- iii. **Benefits of strategic collaboration** – The value of collaboration between a technically sound implementing entity and an NGO with a long and successful history of addressing poverty and community development needs was showcased in the mid-term review of the GEF-funded Integrated Ecosystem Management in the Jordan Rift Valley Project (ongoing). The BELP will utilize a similar approach toward strategic collaboration by contracting HFDJB to partner with NCARE to execute Component 2 in the southern sub-districts.
- iv. **Ecotourism as a tool for nature conservation and community development** –In order to minimize environmental impacts and maximize economic returns, RSCN’s tourism model has been based on low numbers of tourists paying relatively high fees; this model has been effective through appropriate facility design, consistent high quality services, innovative marketing, strong operational management and a clear

understanding of the target beneficiaries. Experience shows that many of these requirements, as well as any benefit sharing mechanism, are not initially understood by local communities, especially if they have had little exposure to tourism and tourists, like those along the proposed corridor. For this reason, the BELP will undertake a social assessment of the communities along the ecotourism corridor at the start of the project to define the target beneficiaries and develop the mechanisms for benefit sharing. Target beneficiaries will be those sectors of local communities most dependent for their livelihoods on the resources of high-value biodiversity sites; an approach already well tried and tested by RSCN.

#### IV. IMPLEMENTATION

##### A. Institutional and Implementation Arrangements

21. See Annex 3 for detailed information on institutional and implementation arrangements as well as the institutional profiles of NCARE, RSCN and HFDJB. The project will be implemented by NCARE, a semi-autonomous (1993) leading center for agricultural research and extension in Jordan under MOA. NCARE houses most agricultural research, projects and extension activities in the country; it has been involved in a number of donor-funded projects, and it meets the criteria necessary for project implementation and sustainability due to its strong technical capacity combined with local presence and ties with local communities.

22. Project institutional arrangements are as follows:

**Project Management Unit:** The PMU, housed in NCARE, will comprise a full-time Project Manager, a part-time M&E Specialist, a full-time Financial Officer and a seconded (by NCARE) Procurement Officer. The PMU will manage the activities of NCARE, RSCN and HFDJB, prepare annual work plans and budgets, ensure collaboration between stakeholders and conduct M&E.

**Steering Committee:** The PMU will be guided by a SC, chaired by the Secretary General of the Ministry of Planning and International Cooperation (MOPIC). Based on consolidated implementation progress reports submitted bi-annually by the PMU, the SC will provide strategic guidance and oversight for the project (including on procurement, FM, disbursement, M&E and reporting matters), advise on corrective measures, provide conflict resolution, and be responsible for approving annual work plans and associated budgets submitted by the PMU. The SC will include the secretary generals of MOA, MOE, Ministry of Water and Irrigation (MOWI) and MOTA, and the directors of NCARE, RSCN and HFDJB. The SC will hold meetings every 6 months, or more frequently as required.

**Technical Working Group:** The PMU will benefit from a TWG, chaired by the Project Manager with focal points from NCARE, RSCN and HFDJB as well as representatives from MOPIC and MOA (one from each). The TWG will discuss technical issues, enable information exchange between project activities, provide technical advice and guidance on various aspects of project implementation, and may also make recommendations to be discussed at the SC. It is crucial for project success that the PMU operate in a flexible, transparent and collaborative

manner with all concerned parties. To this end, the TWG will be a key mechanism. The TWG will meet on a quarterly basis, or more often as required.

23. Project components will be implemented as follows:

**Component 1** will be executed on a Direct-Contract basis by RSCN, an independent non-profit NGO devoted to the conservation of Jordan's natural resources. RSCN's main activities revolve around setting-up and managing PAs, raising awareness on environmental issues, creating job opportunities for rural communities through ecotourism and other nature-based businesses, providing training and capacity building for environmental practitioners and other institutions and running environmental education campaigns. RSCN has developed and managed a number of ecotourism facilities, and is in the process of declaring Burqu', the corridor's end-point, a PA. It has strong technical capacity, a clear mandate (through a by-law, 1966) and proven experience in ecotourism development, putting it in a favorable position to execute ecotourism activities in collaboration with targeted communities in the north.

**Component 2** sub-components 2.1 (Water harvesting) and 2.2 (Adapted rangeland management) will be implemented by NCARE through its Baqa'a headquarters and extension staff. Sub-component 2.3 (Alternative livelihoods) will be executed by HFDJB which will be contracted by NCARE on a Single-Source basis; HFDJB is an institution mandated by Royal Decree (2006) to sustainably develop the Jordan Badia. It has been engaging with local communities through registered cooperatives that support different income-generating activities and initiatives aiming at reducing poverty and protecting the Badia environment. HFDJB communicates constantly and closely with the communities through regular meetings and field visits.

**Component 3** will be implemented by a PMU housed in NCARE, as described above.

24. The project will be implemented according to detailed procedures defined in a Project Implementation Manual (PIM), prepared by NCARE.

## **B. Results Monitoring and Evaluation**

25. See Annex 1 for the project Results Framework and Annex 3 for detailed information on project M&E and reporting. The PMU will operate an M&E system, which will facilitate monitoring of implementation progress and allow effective evaluation of project success in achieving the PDO. In this respect, the M&E system will act as a management tool by enabling the PMU, the SC and the World Bank to assess project effectiveness during implementation and improve project performance in a targeted manner. The M&E system will be elaborated in the PIM.

26. The achievement of the PDO will be measured through the above-mentioned PDO-Level Indicators and Intermediate Results Indicators as specified in the Results Framework. Focal Area performance will be reported to GEF using the Biodiversity Tracking Tool and the Land Degradation Portfolio Monitoring and Tracking Tool (PMAT). The relevant Biodiversity Focal Area indicator will be reported on at GEF Chief Executive Officer (CEO) endorsement, mid-

term and project completion while the Land Degradation Focal Area indicator will be reported on annually as per GEF requirements. Information necessary to evaluate project progress toward achieving the PDO will be provided by RSCN for Component 1, NCARE and HFDJB for Component 2 and NCARE for Component 3. The three entities have adequate capacity to provide the PMU with the necessary information on their respective activities. If needed, the M&E Specialist will be tasked to train PMU members, stakeholders and beneficiaries. Additional M&E tasks are specified in Annex 3.

### C. Sustainability

27. The BELP is designed to enhance communities' capacity and provide them with the tools and opportunities necessary to better their socio-economic circumstances in the long term, through ecotourism development in the northern Badia and through the piloting of adapted rangeland management and alternative livelihoods in the southern Badia. In addition, the project reflects the following key sustainability elements:

- i. **Institutional sustainability:** During the lifetime of the project, activities will be executed by existing entities, i.e., NCARE, RSCN and HFDJB. RSCN and HFDJB will be contracted on the basis of their existing mandates and institutional aspirations, which are closely aligned with what the project seeks to achieve. NCARE will implement project activities due to its comparative technical advantage. Therefore, it is expected that these entities will continue to execute project-funded activities after project closing as follows: RSCN will manage the ecotourism corridor, NCARE will maintain *hafirs* in collaboration with MOA, and HFDJB will continue to support communities in the targeted southern sub-districts. Importantly, grazing agreements will be signed between HFDJB and the herders which will specify the agreed grazing practices during and after the project.
- ii. **Environmental and social sustainability:** The two key investments, i.e., ecotourism corridor in the north and rangeland reserves in the south, will be designed with the following elements of environmental and social sustainability: (i) minimal impact to the natural environment through minimum necessary low impact infrastructure/facilities and the use of native plant species; (ii) sensitivity and enhanced awareness of local environments and cultures by offering respectful learning experiences to visitors and allowing herding communities to continue their traditional practices; (iii) empowerment and participation of local communities through targeted capacity building, awareness raising and on-the-ground investments, which will put communities in a more favorable position to proactively sustain their livelihoods; and (iv) financial and other benefits for local communities through agreed revenue sharing schemes, provision of goods and services to visitors and increased availability of range and water.
- iii. **Financial sustainability:** The maintenance and operation of the ecotourism corridor will be funded from entrance fees, lodging fees and other revenue, similar to several other successful self-sustaining tourism attractions managed by RSCN in the country. Revenue raised by RSCN from the corridor will be shared with identified beneficiaries (i.e. parts of the community who will not be directly involved in provision of goods and services and receive training for this purpose) after project closing. The maintenance

and operation of the *hafirs* and rangeland reserves will be funded by MOA following the closure of the project through its annual budgeting as needed. In addition, since much of the economic activities in the three sub-districts have traditionally centered on employment provided by the Government and military institutions, the planned ecotourism corridor under Component 1 is expected to provide the necessary enabling environment to attract businesses and private sector investments in the northern Badia.

## V. KEY RISKS AND MITIGATION MEASURES

### A. Risk Ratings Summary

<b>Stakeholder Risk</b>	Moderate	<b>Project Risk</b>	
<b>Operating Environment Risk</b>		- Design	Moderate
- Country	High	- Social and Environmental	Moderate
- Sector and Multi-Sector.	Low	- Program and Donor	Low
<b>Implementing Agency Risk</b>		- Delivery Monitoring and Sustainability	High
- Capacity	High	<b>Overall Preparation Risk</b>	Low
- Governance	Moderate	<b>Overall Implementation Risk</b>	Moderate
- Fraud and Corruption (sub-category of Governance)	Low		

### B. Overall Risk Rating Explanation

28. Potential risks and mitigation measures are summarized in the Operations Risk Assessment Framework (ORAF) in Annex 4. The project's most pertinent risks are associated with (i) discontinued management of the rangeland reserves in the south due to an unchanged approach of the communities toward utilization of resources; and (ii) potential delays in the flow of funds from the World Bank to NCARE as a result of a centralized FM system as experienced in other projects in Jordan with a similar system. Medium-rated risks are related to (i) possible limited engagement and uptake by one or more communities; and (ii) insufficient capacity of contracted entities to mobilize communities in addition to their technical input. Low-rated risks are (i) ineffective coordination and decision making between the PMU, NCARE, RSCN and HFDJB; and (ii) delayed implementation of complementary financing instruments in the Badia. The overall project implementation risk is rated Moderate. Identified risks during the lifetime of the project are manageable and mitigation measures have been identified; the issue of reserves' management after project closing will be dealt with through the signing of grazing agreements between the communities and HFDJB as explained above.

## VI. APPRAISAL SUMMARY

### A. Economic and Financial Analyses

29. The project comprises a group of investments, for which benefits can be qualitatively assessed and a general sense of the financial and economic viability of these activities can be given. See also Annex 6 for the project Incremental Cost Analysis.

30. Under Component 1 the project includes three main facilities: an ecolodge, permanent campsite/s and wild campsite/s. For an economic and financial analysis of the facilities, see Annex 8. The analysis is based on the following conditions: (i) the ecolodge will contain 12 rooms and the campsites will contain 10 tents each with double occupancy; (ii) all facilities will operate 10 months a year; (iii) the ecolodge will require around 11 permanent staff members, the permanent campsite will require 8 members and the wild campsite will require 5 members; (iv) all facilities will generate revenue from accommodation, food and beverage (F&B) and tourism activities; (v) calculations are based on fixed and variable costs, where the fixed costs include the annual depreciation and staff cost. Variable costs include: cost per room per night based on double occupancy, including utilities, disposable materials, breakfast meal cost, etc; (vi) revenues are calculated based on moderate occupancy rate starting with 20 percent for the ecolodge and 25 percent for the permanent and wild campsites with an annual increase of around 10 percent over 5 years.

31. Under Component 2 investment groups are composed of the following:

- i. **The construction of two *hafirs* for animal watering.** The two *hafirs* will improve water access for animal herds, which are currently kept in rangeland areas at significant distances from main towns and villages, meaning that herders currently must truck-transport water to their herds over large distances and at high costs. The economic benefits of the *hafirs* can thus be assessed in terms of time saved by the herders in the transport of water to their herds and avoided costs of this transport.
- ii. **The establishment of rangeland reserves.** The establishment and/or rehabilitation of rangeland reserves are intended to provide richer and more secure pastures for livestock in the area. In terms of economic benefit, this would result in a reduction in the expenditures of households on feed by extending the period of open grazing.
- iii. **The promotion of alternative livelihoods income-generating activities.** The BLP will support a portfolio of small income-generating activities in existing community-based cooperatives to complement the benefits gained from the other community investments under Component 2. Special efforts will be made to support women's engagement. Additionally, term employment for youth in rangeland restoration and management and good animal husbandry will build youth skills and employment options.

32. Direct benefits for livestock owners as end-users of the *hafirs* and of the range reserves will mainly be in the form of reduced costs of production, resulting, in turn, in improved net margins. Net returns of small scale sheep flock owners (200 heads) are expected to improve from

US\$2,400-2,500 annually to about US\$9,100-9,240 annually. Please refer to Annex 8 for a detailed sheep flock model. In addition, it should be noted that the combined above-mentioned benefits do not include several additional benefits which are more difficult to assess but will result in substantial socioeconomic and environmental values, such as soil and water conservation works which would contribute to reduced land erosion and improved soil composition and productive potential; planting of native species in the reserves resulting in the restoration of rangeland biodiversity; and reinvestment of net benefits from the alternative livelihoods income-generating activities.

## **B. Technical**

33. The readiness to implement the project is buttressed by the absorption and acceptance at all concerned implementation levels and by several comprehensive technical, social, economic and environmental analyses that have been undertaken during preparation to ensure its capability to achieve the PDO.

34. The project will establish ecotourism activities and investments in the northern Badia following the validation process through the ETDP. The project will pilot innovative technical solutions that aim at enhancing the sustainable use of critical resources (water and rangeland) by the Badia communities. All such investments will be in line with Government strategies and policies and will follow technical prescriptions ruled by the competent authorities and entities.

## **C. Financial Management**

35. The World Bank undertook an assessment of the FM systems in NCARE, and updated those in MOPIC. The assessment concluded that with the implementation of agreed-upon actions, the proposed FM arrangements will satisfy the minimum requirements under OP/BP10.02 on Financial Management. Annex 3 provides additional information on the FM assessment and the recommended mitigation measures. The detailed FM capacity assessment and arrangements are available in the project files.

36. The project's main FM functions will be managed by the PMU, housed in NCARE, while MOPIC will manage the Designated Account (DA) that will be opened at the Central Bank of Jordan (CBJ) to make payments. The PMU will manage the activities of NCARE, RSCN and HFDJB. RSCN and HFDJB will be contracted on a Direct Contract and Single Source basis, respectively, whilst NCARE will be appointed through the use of a Force Account.<sup>4</sup> The PMU will include a full-time FO paid for by the GEF grant, who will work under the supervision of NCARE Finance Manager. In addition, an Accountant will be selected from MOPIC Finance Department who will closely coordinate with the PMU FO on financial aspects of the project.

37. The bulk of project payments from the DA is related to the three contracts that will be signed with NCARE, RSCN and HFDJB. Payments will be in accordance with each contract's specified deliverables and terms of payment. A Jordanian Dinar sub-account will be opened in the favor of

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<sup>4</sup> The Force Account is described in the World Bank "Guidelines: Procurement of Goods, Works and Non-consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers", dated January 2011 (paragraph 3.9).

NCARE, where an advance from the DA will be placed in this sub-account. This advance will be replenished by MOPIC after the PMU provides full supporting documentation for all utilized funds from the advance. The PMU will take charge of the full clearance process, which will then be checked by the regulatory bodies in NCARE. Based on documents provided by NCARE, MOPIC will execute the replenishment without extensive reviews.

38. A PIM, acceptable to the World Bank, will describe the roles and responsibilities of MOPIC and NCARE in relation to FM and disbursement. NCARE will be responsible for preparing quarterly Interim unaudited Financial Reports (IFRs) and annual project financial statements in compliance with International Public Sector Accounting Standards (IPSAS). The IFRs will be submitted by NCARE to the World Bank within 45 days after the end of the concerned period. An external auditor, acceptable to the World Bank, will be appointed based on terms of reference acceptable to the World Bank to audit project-produced financial statements. The auditor will be requested also to provide an opinion on the project's effectiveness of internal control system. The cost of the audit will be financed by the GEF Grant.

#### **D. Procurement**

39. **Implementation:** The project will be implemented centrally by a PMU housed at NCARE. The procurement function will be supported by NCARE's technical staff, and will rely on its in-house Procurement Staff and field consultants. In view of the mandates of the institutions contracted specifically to execute the above-mentioned responsibilities, NCARE along with RSCN and HFDJB will be responsible for the execution of the project. The SC, headed by MOPIC, will provide an independent oversight of the procurement processing, when pertinent, and project implementation progress, in particular. After the terms of implementation have been approved by the SC, NCARE will be in charge of (i) carrying out contract management of the NGOs' contracts, and (ii) executing its own Force Account and (iii) appointing an independent auditor for the project. A Special Tender Committee (STC) will be established for the project to expedite its implementation.

40. **Methods of procurement:** It is planned that NCARE, being a semi-Governmental agency under MOA, will be contracted on a Force Account basis while RSCN and HFDJB will be contracted using Direct Contract/Single Source procurement methods, respectively. Rigorous World Bank review and MOPIC's oversight will be necessary as a result. The PIM will describe the procurement process and contract management with clear indication of responsibilities. For the selection of the independent auditor of the project, NCARE will use the Least Cost Selection (LCS) method. The Grant Agreement will provide though flexibility for using other procurement methods, should they be needed during implementation.

41. **Applicable Guidelines:** "Selection and Employment of consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers- January 2011" and "Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers- January 2011" will be used.

## **E. Social (including Safeguards)**

42. **Social Aspects.** The social impacts of the project activities are expected to be positive as they are designed to support the social, environmental and economic needs of the Badia people. A widespread and deep consultation process with the target communities has been undertaken during project preparation and will be ongoing throughout the project life; the communities have expressed enthusiasm and support for the project and reported that they did not believe there would be negative outcomes from the project for participating communities. Project interventions are intended to expand the development of ecotourism and pilot new approaches to rangeland management, with a view to sustainably harnessing the resources provided by the Badia ecosystem for the benefit of community livelihoods. Specifically, project activities would, by supporting introduction of ecotourism and restoration of parts of the Badia, increase the contribution of biodiversity to community livelihoods and strengthen the flow of ecosystem services in the Badia to productive sectors. As such, the project activities should have the effect of engaging the target communities in the more sustainable management of the natural resources they are economically dependent upon; in providing community members with skills and support needed to pursue alternative livelihood opportunities, and by providing the target communities with improved access to support measures (water harvesting, fodder production, etc.) which will maintain and improve a core economic activity whilst rangeland restoration activities are underway.

43. From a social safeguards perspective, it is possible that some of the activities (water harvesting and rangeland restoration areas) may have some, albeit very marginal and limited, impacts on community members' access to animal grazing areas. The affected land areas are Government land, but the state has allowed open access to these land areas and the local tribal communities consider it their right to cross and utilize these lands. The project activity with the greatest potential to restrict common land use in these areas is the designation of some limited areas as rangeland reserves, on which grazing would be restricted for an initial 2 year period as the range is restored. However, the project design, which has been based on broad-based and early consultations with the target communities, should minimize the potential for disputes; communities themselves will, in the case of the rangeland areas, agree on the areas to be set aside for restoration, manage those areas, and youth employment opportunities will be created in the rangeland reserves. The fact that the state has indicated it would support improved community management of these areas by granting communities more authority over their use has also helped garner strong local support. It should also be noted that the rangeland restoration areas will constitute very small areas of the large southern Badia common rangeland areas. In the case of the *hafirs*, very strong support has been expressed by communities, in part because the *hafirs* will reduce the costs herders incur in having water transported out to the Badia grazing areas.

44. Nonetheless, because land issues in Jordan are somewhat complex, some small potential exists for social discontent to arise during project implementation. Given this, the project triggers the World Bank Policy on Involuntary Resettlement, OP 4.12 and a Process Framework has been prepared and disclosed.

## **F. Environment (including Safeguards)**

### **Environmental aspects**

45. By the nature of the project, it is expected that planned investments will result in positive impacts on the environment and living conditions of targeted beneficiaries. However, some activities could have some minor negative impacts such as: (i) the construction and operation of the ecolodge and establishment of wild camps, permanent camps, bike trails and campsites under component 1; and (ii) construction of *hafirs* for animal watering under Component 2.

46. The project is classified as environmental category B and designed to ensure compliance with the requirements of the following environmental safeguard policies that are triggered: Environmental Assessment (OP 4.01), Physical Cultural Resources (OP 4.11) and Natural Habitats (OP 4.04). Accordingly, an Environmental and Social Impact Assessment (ESIA) complemented by an Environmental and Social Management Plan (ESMP) was prepared by the client that assesses the potential negative environmental impacts and recommends mitigation measures to manage the risks. The ESIA has established that most potential negative environmental impacts will be minor, temporary and site-specific in nature that can be mitigated by implementation and compliance with the ESMP.

47. Both OP 4.04 and OP 4.11 are triggered for precautionary purposes and will be covered within the scope of the ESMP. The project will not result in significant conversion or degradation of critical natural habitats. Project interventions will not affect any known archaeological sites. However for any chance-finds encountered during implementation, the government's national procedures will be followed as outlined in the ESIA.

48. In addition to the ESMP prepared for the project, an ETDP will be prepared under component 1 during the first year that will guide ecotourism-related interventions by taking into account the requirements of both OP 4.01 and OP 4.04. Furthermore, an Environmental Management Plan (EMP) will be prepared specific to the proposed ecolodge, and will be included in the contractors bidding documents. For the proposed two *hafirs* under Component 2, the project will undertake a technical study before construction that will identify the ideal location based on several parameters, including peak flow, possible quantity and quality of raw water, soil analysis to identify the type of soil of the proposed *hafir* site, and types and locations of other locally available construction materials, etc.

49. The ESMP (tables 12 and 13 of the ESIA) will be incorporated into the PIM and this will guide project implementation. With regards to reporting on implementation of the ESMP and compliance with safeguard policies, a relevant section or annex will be included in the periodic progress reports that will be submitted to the World Bank. The PMU will obtain information from NCARE, RSCN and HFDJB to be included in this section on compliance with safeguards in the project progress reports.

50. Stakeholder consultations were carried out during the preparation of the project and the ESIA and a summary is included in the report. The consultation process concluded that the project will result in positive impact on the environmental, social and economic needs of the target

beneficiaries and ecosystem. An English version of the ESIA and an Arabic version of the executive summary have been disclosed at the World Bank's InfoShop and in-country, including on the implementing agency's website (NCARE). Main impacts and mitigation measures identified by the ESIA are described in Annex 3.

**G. Other Safeguards Policies Triggered**

51. The World Bank safeguard policies on Natural Habitats (OP 4.04) and Physical Cultural Resources (OP 4.11) are also triggered and will be taken into account within the scope of implementation of the ESMP.

## ANNEX 1: RESULTS FRAMEWORK AND MONITORING

### HASHEMITE KINGDOM OF JORDAN: BELP

Project Development Objective (PDO): Support sustainable livelihoods and enhance ecosystem services through participatory approaches in selected areas of the Jordan Badia											
PDO Level Results Indicators*	Core	Unit of Measure	Baseline	Cumulative Target Values**				Frequency	Data Source/ Meth.	Resp. for Data Collection	Description (indicator definition etc.)
				YR 1	YR 2	YR 3	YR 4				
<b>Indicator One:</b> Amount of new ecotourism- related income to communities along the Al Azraq/Shaumari-Burqu' corridor		USD	0	0	19,000	185,000	570,000	Annually	RSCN's Annual Beneficiaries Report	RSCN	Income is expected from the ecotourism supply chain: purchases of goods and raw materials from providers, salaries, payment for services provided by communities to the corridor, and revenue sharing with the communities. The Beneficiaries Report is an annual report produced by RSCN for each of the sites it manages, showing income which goes directly to communities.  The number of direct beneficiaries is expected to be 145 total for Component 1 (765 indirect)
<b>Indicator Two:</b> Hectares of rangelands managed by communities in a biodiversity-friendly manner in Al Jafr and Al-Husseinieh	X	Hectares	0	0	1,000	3,000	3,000	Annually	Reports	NCARE	The rangelands will be within reserves which will be replanted, offering an extended grazing period.  Sustainability will be measured through the signing of grazing agreements between the communities and HFDJB.

											Biodiversity-friendly management is defined as management which meets Jordan’s National Biodiversity Strategy and Action Plan (NBSAP, 2003) strategies as explained in the PAD
Project beneficiaries (Number)			10,720								
Of which female (Percentage)			5,430								
INTERMEDIATE RESULTS											
Intermediate Result (Component One): Established ecotourism in the Northern Badia											
Intermediate Results Indicators*	Core	Unit of Measure	Base line	Cumulative Target Values**				Freq.	Data Source/ Meth.	Resp. for Data Coll.	Description (indicator definition etc.)
				YR 1	YR 2	YR 3	YR 4				
Intermediate Result Indicator One: Ecotourism Development Plan (ETDP) developed and approved by the Steering Committee		Yes/No	No	Yes	-	-	-	Annually	Progress reports	RSCN	ETDP to determine the location, design and operational requirements of interventions; it is also expected to help RSCN finalize capacity building and marketing strategies. See Annex 2 for detailed component description
Intermediate Result Indicator Two: First ecotourism destination piloted		Yes/No	No	No	Yes	-	-	Annually	Progress reports	RSCN	Excursions for Bedouin experiences, east of Azraq/ Shaumari reserves; as per ETDP approach
Intermediate Result Indicator Three: Ecolodge infrastructure established		Yes/No	No	No	No	Yes	Yes	Annually	Progress reports	RSCN	Construction is expected to be completed in Year 3 and the ecolodge is expected to be operational in Year 4; as per ETDP approach and EMP
Intermediate Result Indicator Four:		Number	0	0	50	115	115	Annually	Progress reports	RSCN	Ecotourism services include rangers, guides, cooks, goods

Number of target stakeholders trained on ecotourism services											producers, translators, etc.
<b>Intermediate Result (Component Two): Improvement of water management capacity (physical and human) in 2 poverty pockets in the southern Badia, as well as capacity building for Alternative Income-generating Activities</b>											
<b>Intermediate Results Indicators*</b>	<b>Core</b>	<b>Unit of Measure</b>	<b>Base line</b>	<b>YR 1</b>	<b>YR 2</b>	<b>YR 3</b>	<b>YR 4</b>	<b>Freq.</b>	<b>Data Source/ Meth.</b>	<b>Resp. for Data Collection</b>	<b>Description (indicator definition etc.)</b>
<i>Intermediate Result Indicator One:</i> Number of improved <i>hafirs</i> constructed		Number	0	0	1	2	2	Annually	Progress reports	NCARE	6 months water retention period as opposed to 2-3 months. The <i>hafirs</i> will be multi-purpose, i.e. animal watering and community fodder production. Capacity: 50,000-100,000 m <sup>3</sup>
<i>Intermediate Result Indicator Two:</i> Increased vegetation cover in two rangeland reserves in Al Husseinieh and Al Jafr		Hectares	0	0	1000	3000	3000	Annually	Progress reports	NCARE	This is a GEF LD indicator. Biomass productivity increase measured in terms of Dry Matter (DM) (kg/ha) during grazing seasons

<i>Intermediate Result Indicator Four:</i> Number of men and women benefitting from alternative livelihoods in Al Jafr and Al-Husseinieh		Number	0	0	200	800	1000	Annually	Progress reports	HFDJB	Alternative livelihoods include small grants. Only direct beneficiaries are counted.  Breakdown of target values: Al Jafr Men: 280 Women:70  Al Husseinieh: Men: 550 Women:100
<b>Intermediate Result (Component Three): Effective project management and M&amp;E</b>											
<b>Intermediate Results Indicators*</b>	<b>Core</b>	<b>Unit of Measure</b>	<b>Base line</b>	<b>YR 1</b>	<b>YR 2</b>	<b>YR 3</b>	<b>YR 4</b>	<b>Freq.</b>	<b>Data Source/ Meth.</b>	<b>Resp. for Data Collection</b>	<b>Description (indicator definition etc.)</b>
<i>Intermediate Result Indicator One:</i> M&E system operational		Qualitative	No M&E system in place	M&E system being utilized by PMU	M&E system being utilized by PMU	M&E system being utilized by PMU	M&E system being utilized by PMU	Annually	Progress reports	NCARE	PMU produces progress reports utilizing M&E system
<i>Intermediate Result Indicator Two:</i> Progress reports are submitted in a timely manner		Yes/No	No	Yes	Yes	Yes	Yes	Quarterly	Progress reports	NCARE	Based on reports' templates as described in the PIM and submission schedule as described in the Grant Agreement

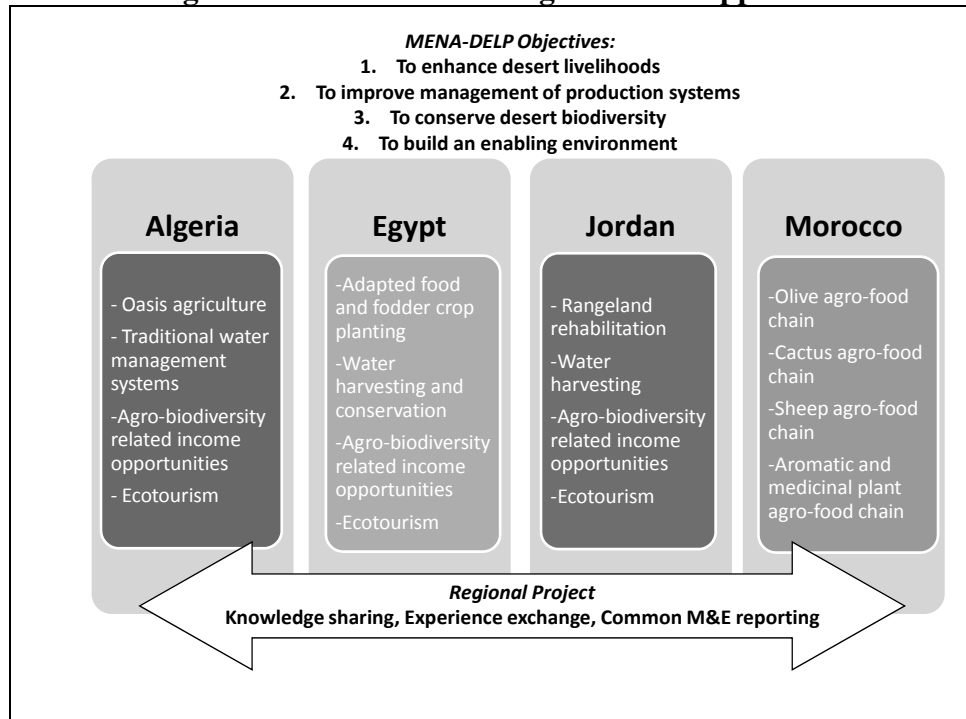
## ANNEX 2: DETAILED PROJECT DESCRIPTION

### HASHEMITE KINGDOM OF JORDAN: BELP

#### *The MENA-DELP*

1. The BELP is one of five projects under the MENA-DELP, a new GEF and World Bank partnership. The MENA-DELP was approved by the GEF in November 2011, and it includes four national country pilot projects (Algeria, Egypt, Jordan and Morocco), and a regional knowledge sharing and coordination project. The program's framework seeks to maintain and improve the flow of desert ecosystem services for sustainable development in a positive feedback loop. The program focuses on piloting enabling economic opportunities specific to deserts that integrate the health and diversity of the desert biome with the vast potential for innovative livelihood opportunities that also sustain valuable repository knowledge linked to adaptive practices. It is intended that this approach will ultimately enhance desert livelihood opportunities and increase the resilience and adaptation responses of desert communities and ecosystems to projected pressures, in particular climate change impacts. Figure 1 below illustrates the MENA-DELP programmatic approach, including the themes of the four participating country projects and the regional knowledge project. The focus of these projects is on different production sectors and on improving the sustainability of investments through an integrated ecosystem management approach. Emphasis is also placed on participatory approaches, capacity building and on harnessing local knowledge. The regional umbrella project aims to enhance knowledge and experience sharing on opportunities for enhancing desert livelihoods among the four participating pilot countries.

**Figure 1: MENA-DELP Programmatic Approach**



2. Table 1 below provides a summary of the alignment of the BERP with the expected outcomes and outputs of the MENA-DELP:

**Table 1: Alignment of the BERP with Expected Outcomes and Outputs of the MENA-DELP**

<b>MENA-DELP Expected Outcome</b>	<b>MENA-DELP Expected Output</b>	<b>BERP Key Result</b>
<b>Desert agro-biodiversity is better managed and contributes to improving the livelihoods of local communities</b>	Income-generating activities based on the promotion of desert agro-biodiversity are established (# of species and # of income-generating activities)	USD 571,928.00 in new ecotourism-related income to communities along the Al Azraq/Shaumari-Burqu' corridor
	Piloting of approaches to integrate biodiversity conservation in production sectors in four pilot countries (number) (#)	3,000 hectares of rangelands managed by communities in a sustainable manner in Al Jafr and Husseinieh
<b>Ecotourism development is taking place through an appropriate incentive framework and is benefitting community livelihoods</b>	Ecotourism facilities constructed and in operation by local communities and/or the private sector (# and by type)	Al Azraq/Shaumari-Burqu' ecotourism corridor's infrastructure established
	Ecotourism circuits established (#)	First ecotourism destination piloted
	Community organizations trained in ecotourism good practices (# of participants and # of training sessions)	115 stakeholders trained on ecotourism services
<b>The flow of ecosystem services into agricultural production systems is improved through better land and natural resource management, thereby generating improved income opportunities for local communities</b>	Sustainable land and water management practices are adopted (by type of practice, ha and by land use type)	2 improved <i>hafirs</i> constructed
	Vegetation cover is improved (ha)	1 new rangeland reserve established in Al Jafr (2,000 ha)  1 new rangeland reserve rehabilitated/established in Al Husseinieh (1,000 ha)
	Market access for products is improved (# of farmer cooperatives/associations)	Around 20 cooperatives engaged in component activities, including cooperatives consisting of women and youth
<b>The linkages between desert ecosystem services and desert livelihoods are better understood and inform decision making</b>	Awareness on desert ecosystem goods and services raised (# of knowledge products developed and disseminated by country and at regional level (# by targeted population)	ETDP developed, approved by the SC and implemented
	Program and project level M&E systems are operational	Effective M&E system in place and operational

3. The project is also aligned with a number of key national policies, namely:

- i. *National Agenda 21* (2000), which prioritizes the increase in productivity and improved sustainable management of rangelands;

- ii. *National Poverty Reduction Strategy* (2002) and measures to increase employment opportunities in rural areas and secondary towns;
- iii. *National Strategy for Agricultural Development 2000-2010* (2002) and its emphasis on rain-fed agriculture as well as sustainable livestock and rangeland management;
- iv. *National Biodiversity Strategy and Action Plan* (NBSAP, 2003) and its key themes of sustainable use of biological resources, promotion of integrated land use planning and water resources development within the existing land tenure system;
- v. *National Agenda* (2005) and the *Executive Development Plan* (2011-2013), which are key strategic documents for the Government and include clear references to poverty reduction;
- vi. *National Strategy and Action Plan to Combat Desertification* (2005) and its key objective to provide programs and resources targeting local communities and environmental components in areas under the threat of desertification;
- vii. *National Strategy for Women* (2006) and its emphasis on women's economic empowerment; and
- viii. *Jordan's Water Strategy 2008-2022* (Water for Life, 2008), in particular the goal to maximize the use of rainwater harvesting for irrigation.

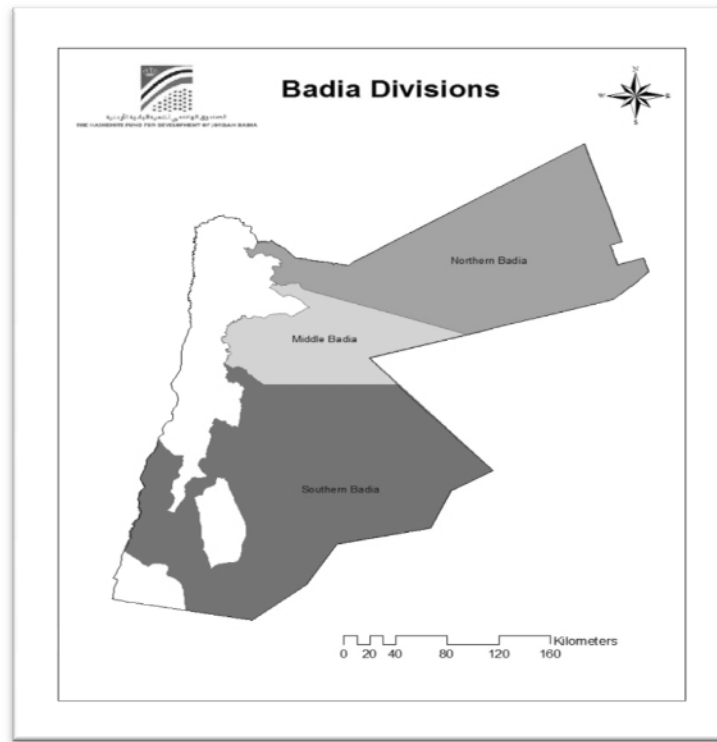
### ***Project Location***

4. The project will focus on three poverty pockets in the southern and northern Badia. In the south, Al Jafr and Al Husseinieh sub-districts within the Ma'an Governorate will be targeted; while in the north, ecotourism activities will be implemented along a corridor which will begin in Al Azraq (south east of Amman, Zarqa Governorate) and will end in Burqu' in the east (Mafraq Governorate), targeting the Ar Ruwaished sub-district communities. The itinerary along the corridor and exact locations will be determined during the first year of implementation as part of the design and piloting of the corridor.

5. The three poverty pockets were selected based on the following guiding principles:

- i. Location in the Badia, which corresponds to the MENA-DELP requirements for desert ecosystems;
- ii. Location in the northern and southern parts of the Badia, which responds to the GOJ strategy of support for the Badia;
- iii. High ecotourism potential or highly degraded rangeland with potential for rehabilitation;
- iv. Meeting the criteria for intervention set by the Ministry of Environment, including land degradation status, deterioration of plant cover, and social and economic importance, for consistency with the three global conventions which Jordan has ratified; and
- v. Ongoing support programs which target these communities and can further contribute to achieving the PDO.

**Figure 2: Map of Northern, Middle and Southern Badia (Source: HFDJB)**



6. **Ar Ruwaished** is a sub-district in the Mafraa Governorate, stretching over an area of 21,000 km<sup>2</sup> with a population of 5,700 (806 families), organized in 10 communities. 94 percent of the population lives in Ar-Ruwaished town and the adjacent town Manshiet Al-Ghayath, with the rest of the population living in small and widely distributed communities. The poverty rate in Ar Ruwaished sub-district is 65 percent, the second highest in the country.<sup>5</sup> The main livelihoods in Ar Ruwaished sub-district are commercial and Government employment and animal herding (about 84,000 heads); 50 percent of the households receive national aid. The sub-district's unemployment rate is 25 percent compared to a national rate of 12.9 percent. There are 6 cooperatives and one charity association in the sub-district, which offers a kindergarten, a revolving credit fund and basic assistance to households when funds are available.

7. The main ecosystem in Ar Ruwaished sub-district is the *Marrab*<sup>6</sup>, and the bioclimatic type is considered to be arid Mediterranean, cool variety. The average annual rainfall is around 70 mm, falling mainly from November to March; day temperatures (annual mean = 19°C; mean maximum = 37.1°C) and evaporation rate (c. 2100 mm) are considerably high. Many small animals adapted to the desert conditions are found, such as several insect, reptile and rodent species. Resident birds include up to seven breeding lark species, Trumpeter Finch, Desert Wheatear and a number of migratory species which make their stopover in spring and autumn. During winter a number of migratory bird species, including the Imperial Eagle and Common

<sup>5</sup> Wadi Araba sub-district in Aqaba Governorate has the highest rate of poverty (69.3 percent).

<sup>6</sup> Wadi bed

Crane, stay in the area for a few months. Medium-sized and large animals are generally rare or absent due to hunting, disturbance and lack of food. It has low and widely dispersed vegetation cover ( $\leq 10$  percent). The dominant natural vegetation often belongs to the chenopod family such as *Anabasis articulata*, *Anabasis syriaca*, *Hammada eigii*, *Halothamnus acutifolius*, *Salsola inermis* and other non-chenopods such as *Gymnarrhena micrantha*, *Herniaria hirsuta*, *Poa bulbosa* and *Crocus cancellatus subsp. Haussknechtii*. Wadi beds also have *Artemisia herba-alba*, *Astragalus spinosus*, *Achilea fragrantissima*, *Trigonella stellata* and *Coichicum tunicatuin*.

8. **Al Husseinieh** is a sub-district in Ma'an Governorate, located 47 km north of the governorate's center. Its population is about 10,000 people, concentrated in two main communities: Al Husseinieh (70 percent) and Al Hashemiah (30 percent). The sub-district suffers from high poverty incidence where the unemployment rate is 24.3 percent and the poverty rate stands at 28.5 percent.<sup>7</sup> The local population works mainly in the public sector, small businesses, and in animal breeding, while agriculture has been largely abandoned due to recent droughts; 25 percent of households receive national aid. Al Husseinieh has 6 charity associations and 12 cooperatives (8 agricultural, 3 multi-sectoral and 1 focusing on women), which support a total of 649 families.

9. **Al Jafr** is a sub-district also in Ma'an Governorate, located 55 km east the city of Ma'an. Its population is about 10,000 people, concentrated in three main communities: Al Jafr, Al Mudawra and a very small nomadic community travelling in the eastern parts of the sub-district and spending more time around the Bayer area. The unemployment rate is 26.1 and the poverty rate is 32.8 percent.<sup>8</sup> Recent droughts have severely impacted herding - one of Al Jafr's main income sources. Other income sources include the Government and armed forces as well as small scale agriculture; 39 percent of households depend on national aid. The sub-district has 9 cooperatives, which support a total of 439 families from the agricultural sector.

10. Both Al Jafr and Al Husseinieh sub-districts belong to the so-called Saharo-Arabian bioclimatic type. It is typically flat except for a few hills or small mountains, the result of volcanic eruptions. Altitude ranges between 500-700 m, and the mean annual rainfall ranges between 50-200 mm, with mean annual minimum temperatures ranging from 15-20°C. Soil is mostly poor, either clay, *hammada*<sup>9</sup>, saline, sandy or calcareous. Vegetation is dominated by small shrubs and small annuals in the *wadi* beds. Nonrenewable water resources are found in the Al Jafr Basin, for which the annual safe yield is 18 million m<sup>3</sup>. Floral species such as *Phragmites communis*., *Juncus maritimus* and *Nerium oleandor*, and faunal wetland species such as *Rana ridibunda*, *Hyla arborea*, *Lutra lutra*, *Tilapia spp.*, *Natrix tessellata*, *Barbus spp.*, *Aphanius spp.*, *Gara rufa*, *Claris lazera* and many reptiles are known to populated these areas.

### **Project Description**

11. The project comprises three components: the first component focuses on an ecotourism corridor in the northern Badia as a means to enhance communities' livelihoods and biodiversity conservation; the second component looks at piloting adapted sustainable community-based

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<sup>7</sup> Source: DOS, 2005

<sup>8</sup> Ibid

<sup>9</sup> Largely barren, hard, rocky plateaus

rangeland management and developing alternative livelihoods activities in the southern Badia; and the third component finances project management and M&E. The project implementation period is four years, 2013-2017. The following is a detailed description of the three components.

**Component 1: Community-Centered Ecotourism in the Northern Badia (GEF: US\$1.47 million)**

12. Ecotourism in Jordan is considered one of the main pillars of the tourism sector due to the Kingdom's diverse natural landscapes and sceneries, which constitute unique tourist destinations. Around 975,000 tourists visited the Petra National Park in 2010, while 500,000 visited the country's seven nature reserves last year (Dana, Mujib, Ajloun, Dibeena, Al Azraq, Shaumari and Yarmouk). The GEF, United States Agency for International Development (USAID) and other donors have worked with RSCN, which manages these reserves, to implement a community-based approach to achieve PA management and poverty reduction in ecotourism projects in Jordan. Tourism services and natural product-based craft enterprises are already established in Dana, Al Azraq and Mujib, with more than 3,000 residents receiving direct or indirect benefits as a result. RSCN's people-centered approach to PA management was first piloted in 1994 in the Dana Biosphere Reserve, through the establishment of a range of tourism facilities, including a campsite, a guesthouse and the Feynan ecolodge, which employs about 32 locals directly and provides indirect income for dozens more. By exclusively hiring locals to provide services and goods to the ecolodge, alternative income sources are offered and livelihoods are improved. Inspired by the success of the initiative, RSCN has been replicating the Dana model in all the other reserves it manages, providing a series of outdoor activities, such as hiking and biking to engage visitors during their stay.

13. Burqu' has been proposed as a 650 km<sup>2</sup> PA following studies carried out since 1978. Reasons behind proposing Burqu' were to conserve the *Hammada*, *Harra*<sup>10</sup> and *Marrab* land types and their associated fauna and flora elements. The potential of Burqu' as an ecotourism destination has been emphasized due to its geological uniqueness (the above-mentioned land types), scenic value (an aquatic habitat alongside diversified ecosystems), flora and fauna diversity (94 species belonging to 25 families) and archeological attractions (the main one being Qasr Burqu' – a Byzantine period fort). Considerable research and background work has been carried out for the Burqu' area as part of the United Nations Compensation Commission (UNCC)-funded Badia Restoration Program (BRP) baseline phase. As a result, detailed information is available on: (i) socio-economic conditions of the villages and towns located near and around Burqu', namely Ar-Ruwaished, Salhiet Al-Noeem and Manshiet A-Ghaiath towns; (ii) the knowledge and attitudes of the Burqu' population towards a potential Burqu' PA gathered from a rapid rural appraisal; (iii) flora and fauna basis, including a detailed bird survey; (iv) rangeland status; and (v) soil surface analysis. In 2007, an expanded network of PAs which included Burqu' was endorsed and approved in-principle by Cabinet; however, Burqu' is yet to be designated as a PA by MOE, a process which is expected to be promoted by RSCN parallel to the project, which would give RSCN the authority to manage it.

14. The Badia's biodiversity is of particular global importance in its northern portion, and specifically in Burqu'. The value resides in its differentiated ecosystems: *Marrab* (about 15

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<sup>10</sup> Pebble *Hammada*

percent), runoff-*Hammada* (about 15 percent) and *Harra* (about 70 percent), which make it a model biosphere reserve and a potential highly attractive ecotourism destination. Botanical diversity is important as mentioned above. It includes an aquatic habitat, which attracts migratory bird species such as raptors, waders and other wetland birds. Threatened bird species include the Imperial Eagle *Aquila heliaca* (vulnerable), Pallid Harrier *Circus macrourus* (near-threatened), Saker Falcon *Falco cherrug* (endangered) and Houbara Bustard *Chlamydotis undulata* (vulnerable). The *Hammada* is visited by gazelles, hyenas, wolves and foxes. The most important threatened and rare mammals recorded are the Sand Cat *Felix margarita* and Goitered Gazelle *Gazella subgutturosa*, which are globally threatened species according to the World Conservation Union (IUCN).

15. Under Component 1 the project proposes to expand ecotourism into the northeast Badia by using the RSCN-managed Al Azraq and Shaumari reserves and attached facilities as a starting point, from which a 250 km ecotourism corridor will be developed reaching Burqu' in the northeast as an end point. The corridor will be developed around a concept of "low volume, high value" community-centered ecotourism looking to attract tourists interested in a genuine desert experience, the Bedouin culture, archeology, geology and other environment-centered experiences while engaging local communities in the operation of the route and sharing revenues with them, and by minimizing the impact of all activities on the environment according to internationally accepted ecotourism standards. Itineraries along the corridor will be carefully designed to offer high level of service and co-management with local communities. The corridor will offer flexibility in the choice of itineraries, allowing for the targeting of different potential markets and for adapting to changing on-the-ground conditions (climate, security situation, presence of nomadic communities, etc). The proposed corridor will extend through state-owned land, but because state lands are widely treated as "open use" land, consultations with communities living close to the proposed trail will be undertaken to ensure general buy-in. However, the very low and widely scattered population in this area, and limited employment opportunities mean that widespread opposition to the proposed ecotourism venture is unlikely as confirmed in consultations carried with communities as part of the socioeconomic survey done during project preparation.

16. This component will be contracted to RSCN on a Direct-Contract basis given its mandate to establish and manage PAs in Jordan (through Government by-laws, 1966), its record in ecotourism development and management, and its capacity to engage effectively with local communities in preparing and implementing programs.

17. RSCN's role in managing the Al Azraq and Shaumari reserves as well as the proposed Burqu' reserve will facilitate these sites' engagement in the planned project as important touristic attractions. In order to allow the project to promote tourism in Burqu' before it is declared a PA, RSCN will seek a formal letter from MOE through MOPIC, allowing it to include Burqu' as a destination in the ecotourism corridor. Furthermore, RSCN is currently in the process of establishing the "Ajloun Ecotourism and Ranger Training Academy" (temporary title) with a US\$3.8 million funding from the Ministry of Labor and USAID. The Academy is expected to become a tourism hub and an economic regeneration program for the Ajloun area where vocational training will be offered to rangers, guides and other service providers, among others. The Academy, which will become operational in May 2013, is timely for the BELP as it will

provide the necessary training to service providers of the Al Azraq/Shaumari-Burqu' ecotourism corridor, and host community leaders from Ar Ruwaished to showcase the potential benefits of ecotourism to local communities.

18. The component is organized around two sub-components:

1.1 Establishment of an Al Azraq/Shaumari-Burqu Ecotourism Corridor

1.2 Community engagement

***Sub-component 1.1: Establishment of an Al Azraq/Shaumari-Burqu' ecotourism corridor***

19. This Sub-component will begin with the development of an ETDP laying out the vision of the corridor, exact siting, intervention points, scale/number of infrastructure, services and products to be developed. The following details the ETDP preparation steps:

a. Carrying out baseline surveys: Baseline ecological (presented in a spatial way and mapped) and socio-economic surveys are carried out for the proposed tourism area in order to determine (i) the conservation value of the area and the relative importance of different habitats or parts of the site and individual species; and (ii) the socio-economic status of the communities living in and around the area, especially their level of dependency on the resources of the area. The general assumption is that those members of the community most dependent on the tourism area for their livelihood base should be the target group(s) for the socio-economic interventions, including a pre-determined share of the revenue from the corridor. In addition to dependency assessments, information on decision making structures in the target communities and the attitudes towards conservation and tourism is gathered. This step is expected to be facilitated by the existing above-mentioned baseline studies from the BRP.

b. Preparing an initial zoning plan: Using the baseline ecological information, together with specific spatial information from the socio-economic baseline (e.g., location of settlements, transient campsites, grazing areas, water sources, etc.), an initial zoning plan is prepared for the target areas. It reflects the layers of information gathered by the surveys and the relative sensitivity/value of different ecotourism areas in terms of nature conservation, landscape, archaeology and cultural interests. Three main use zones are identified: (i) intensive use zone; (ii) semi-intensive use zone; and (iii) core conservation area or wilderness area. Each of these zones have clear regulations governing the type and intensity of use. Ideally and in line with the World Bank safeguard policies, no development or regular public access take place in the core zones (such as the PAs themselves), as these represent the most ecologically valuable and sensitive areas; only intensive and semi-intensive use areas are earmarked for tourism. If an area already has some level of tourism and known attractions, including hiking trails and tracks, these are added to the baseline maps and considered in the zoning scheme.

c. Defining tourist attractions: Target markets are established for the considered tourism experiences, which, in turn, shape the type of tourism facilities and activities to be developed and the way to promote them. Where the target area does not have a history of touristic use,

the features which are likely to be attractive to the target markets, such as unusual landscape, cultural sites and wildlife species, are defined.

d. Defining infrastructure, facilities and services required: Having identified, described and mapped the features of interest in the area (relative to the zoning plan), the scale/number of infrastructure, facilities and services required to meet the needs of the perceived target markets are defined. This requires an assessment of accessibility, modes of transport, accommodation types, anticipated activities and available human resources, all of which are related to the characteristics of the target market customers and the predicted number of visitors and maximum capacities. The basis of the “low volume, high value” ecotourism business model is reflected in the quality of the accommodation and services, enabling relatively high charges to potential customers and therefore greater benefits for the local communities. The location of infrastructure and facilities is governed largely by the zoning plan and local community considerations in line with World Bank safeguard policies and specific EMPs, with built structures concentrated in the intensive use zones. General specifications are provided at this stage for the built structures, including capacities, sizes, materials and sketch plans. Costs are estimated for financial planning and timelines and phasing plans prepared. The engagement of local stakeholders is crucial at this stage in determining the type and location of all proposed infrastructure and facilities.

e. Writing a Master Plan and the ETDP: The agreed infrastructure and facilities, together with the features of interest and activity pathways (e.g. hiking, biking and camel trails) are presented as a single Master Plan overlaid on a base map and a zoning plan for the entire interest area. Annotations are added to explain the main components in order to present a complete summary of the entire ecotourism scheme. All the material gathered and analyzed is then presented in the ETDP, with the Master Plan providing the core summary.

20. The ETDP will be submitted by the project to the SC and the World Bank for endorsement and approval. Once the ETDP is approved, this Sub-component will provide necessary visitor management infrastructure and human resources in identified locations along the corridor, and enable the proper management of the increase in the number of visitors in these areas. Investments will begin in itineraries close to the Al Azraq/Shaumari starting point (however not within the designated PAs/reserves), gradually extending toward the Burqu‘ end point. This approach is expected to allow the testing of established sites and the build-up of interest amongst Jordanian and international visitors. A strong marketing initiative for the corridor will be carried out applying the business and marketing approaches developed under RSCN’s Wild Jordan division, using a variety of instruments with the aim of reaching local and international markets, by engaging with e.g. the Tourism Board, tourism operators, websites, social media and RSCN’s tourism network.

a. Starting point - Al Azraq and Shaumari Reserves: In Al Azraq the project will finance the rehabilitation of the existing bike trails around Al Azraq Reserve as well as equipment necessary to promote the biking experience (bicycles, interpretation panels, etc.). Promotional material will be prepared for distribution in Al Azraq and Shaumari, and local guides and rangers will be hired and trained in the Academy to guide visitors at their preferred itineraries and ensure the integrity of the visited sites, respectively. These are

expected to enhance Al Azraq's potential to attract new and diverse domestic and international tourists and to be used as a promotional starting point of the ecotourism corridor. Al Azraq currently offers a spring-fed wetland that supports a great variety of migrating birds, buffalos and more. The Al Azraq Lodge, which received 5,500 visitors in 2010, has 16 guest rooms, a visitor center, a dining room, an education center and walking and biking trails connecting the lodge to the reserve. The adjacent Shaumari Reserve, a captive breeding site for the Arabian Oryx which was until recently close to extinction, is expected to benefit from a committed US\$0.5 million grant from USAID that will finance the restoration of fences, establishment of a safari reception and education facility and upgrading of animal husbandry. Given this, the proposed project will not invest GEF funds in Shaumari.

- b. Attractions along the Corridor: The ETDP will identify potential itineraries along the Al Azraq/Shaumari-Burqu' ecotourism corridor, which may include Tal Qarmah (archeological site with petroglyphs), Qasr Asaikhem (archeological site and extensive desert views), Wesad (*qa'a*<sup>11</sup> and sand dune landscape in the *hammada*), Rajil (unique black desert landscape), Begawehyeh (cultural and religious sites, a paved ancient road, bird watching); Dahak (a limestone desert geopark with white calcareous cliffs and isolated rock formations) and Safawi (caves, antiquities and geological formations). Depending on the recommendations of the ETDP, the project may finance the following key inputs:
  - i. One "permanent camp" (20 visitor capacity) consisting of traditional Bedouin style lodging facilities and minimum impact equipment such as solar panels for water heating and electricity and environment-friendly latrines
  - ii. Two "wild camps" consisting of traditional Bedouin tents and simpler environment-friendly equipment
  - iii. Camel trails operated by local camel owners (identification and mapping, basic equipment)
  - iv. Hiring and training of local youth as rangers and guides, camel expedition guides, etc.
  - v. Production of information and marketing materials
- c. End point - Burqu': Burqu' is considered part of the Cabinet in-principle approved (2007) proposed extended national network of PAs. Investments in Burqu' as the ecotourism corridor's final destination will focus on the establishment of an ecolodge outside the proposed PA in proximity to the Burqu' Fort and adjacent facilities as well as capacity building for local communities for provision of services. Alternatively, and depending on the recommendations of the ETDP, a traditionally-styled permanent Bedouin camp site will be established outside Burqu' while the ecolodge will be located along the route between Al Azraq and Burqu' at a site offering unique landscape experience. Specifically, investments in Burqu' will include:
  - i. Ecolodge (initial<sup>12</sup> 12-room capacity), including a visitor center/museum looking at the eastern Badia unique features (rock inscriptions, fossils, cultural heritage, biodiversity)

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<sup>11</sup> Dense mud flat

<sup>12</sup> 12 rooms is the minimum viable size but the ecolodge could be expanded after project closing if demand is high

- and minimum impact equipment such as solar energy panels for water heating and electricity, environment-friendly latrines and graywater treatment facilities
- ii. –OR- Traditionally-styled permanent Bedouin campsite (20 visitors capacity), following an eco-friendly design and using minimum impact equipment
- iii. Reception area
- iv. Radio equipment
- v. Activity-related equipment for visitors such as nature watching (binoculars and telescope) and information material
- vi. A camel trail operated by local camel owners
- vii. Hiring and training of local rangers and guides, and ranger/guide kits and posts
- viii. Capacity development and technical training of local people in the areas of food services, hospitality, management and customer service
- ix. Hiring of community liaison officers to ensure continual consultation and communication between the project and nearby communities
- x. Production of information and marketing materials

21. RSCN will make available staff, equipment, vehicles and in-house expertise in the areas of tourism management planning, community liaison, product development, marketing, design, collection and fee management and project management. As mentioned, it will also make available the Ajloun Ecotourism and Ranger Training Academy for training of service providers, including rangers and guides from local communities. Biodiversity conservation knowledge will be enhanced through education programs for tourists and school children visiting Burqu' and other corridor destinations, to be funded through RSCN's ongoing and planned education programs.

22. It is expected that the corridor will be developed, tested and marketed during the first three years of the project, and begin operating during the fourth year. RSCN will be responsible for the operation of the ecotourism corridor, including the campsites and ecolodge during and after the project following its management practices as currently used in the Dana, Ajloun, Mujib and Azraq reserves. Revenue raised from entrance and lodging fees will be used to cover investments and running costs as they relate to the itineraries along the corridor and Burqu', excluding Al Azraq and Shaumari which are already self-sufficient.

23. Appropriate mechanisms for benefit distribution and sharing with the concerned communities will be determined in the ETDP. A key element of these mechanisms will be the identification of the target groups, which will be those that are most needy and have the most impact on the recognized special landscapes and ecosystems within the ecotourism corridor. The identification of the target groups will require extensive consultations with local communities, to be supported under sub Component 1.2. Once the target groups have been identified, there are several ways in which benefits could be distributed and shared, including:

- Distribution of profits and shares (as in cooperatives)
- The transfer of ownership of the newly created tourism facilities and service to the community
- Special levies on tourists for community support

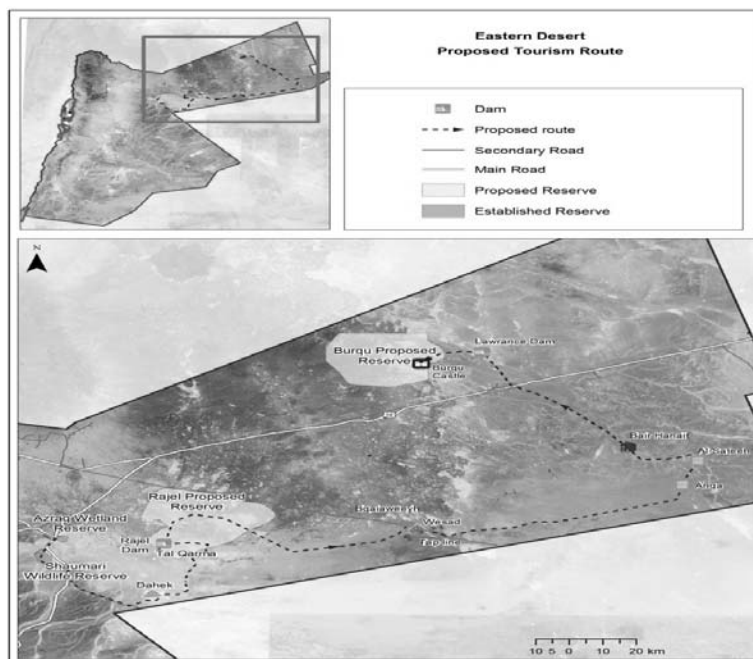
- Sharing of entrance fees

24. To determine which mechanisms are most appropriate for a given situation will require further study and consultation with local people and an understanding of the likely revenue generating power of the tourism businesses being created. RSCN will draw on its long experience in these matters to guide the process.

### ***Sub-component 1.2: Community engagement***

25. Sub-component 1.2 will ensure that communities living in towns and villages close to Burqu' as well as some along the corridor are fully engaged in, and directly benefit from, the ecotourism activities. This will involve consulting with, and engaging these communities early in the planning and development of the proposed ecotourism activities. Attention will be paid to increasing the awareness of the population about the fragility of the local environmental resources, the need to support and finance protective measures, and the benefits (financial and other) that can accrue to the community from well-formulated and executed ecotourism activities. The roles communities could play in the supply chain for ecotourists will be stressed, including new job creation opportunities such as reserve rangers, guides, service provision, camp and ecolodge operation, etc. The provision of training opportunities and the possibility for new income-generating activities (leather goods production, camel tours, local herb and medicinal plant sales, basket weaving, indigenous performances, etc.) associated with ecotourism will also be stressed. Experience from the Dana and Ajloun reserves will help validate the potential opportunities for the communities through tours to Ar Ruwaished community leaders, hosted by the Ajloun Ecotourism and Ranger Training Academy. The project will continue through its lifespan to actively engage the communities in the ecotourism activities and ensure that they directly benefit from them.

**Figure 3: Proposed Ecotourism Corridor Location (Source: BERP Socio Economic assessment)**



## Component 2: Adaptive Rangeland Management and Alternative Livelihoods Support in the Southern Badia (GEF: US\$1.43 million)

26. Livestock population in Jordan has almost halved during the last twenty years, primarily due to the overall degradation of rangelands, the lifting of feed subsidies in the 1990s and the hike in feed prices since 2007. The southern Badia rangelands have suffered from droughts, declining carrying capacity and excessive uprooting of available green matter (grass and bushes). Consequently, there has been a change in the length of the grazing seasons as well as the floristic composition of the rangelands, and a decline in volume and frequency of plants such as *Anabasis articulata*, *Anabasis syriaca*, *Hammada eigii*, *Halothamnus acutifolius*, *Salsola inermis*, *Gymnarrhena micrantha*, *Herniaria hirsuta*, *Poa bulbosa* and *Crocus cancellatus subsp. Haussknechtii*.

27. Fodder productivity in the Badia has decreased from 80 kg Dry Matter (DM)/ha in 1990 to 40 kg DM/ha in 2006, resulting in an annual loss of about 18,000 tons of forage (barley equivalent) and US\$6.0 million (according to current prices). Feeding from grazing currently stands at 10 percent against previous levels of 25-30 percent, forcing livestock owners to spend more of their income on purchased feed;<sup>13</sup> water is being fetched and truck-transported to the herds from far distances at a high cost (from 14 and up to 28 US\$/m<sup>3</sup>). These high production costs have negatively affected the already impoverished livelihood of the Badia communities<sup>14</sup>,

<sup>13</sup> Compare: National Program for Range Rehabilitation and Development/Baseline Survey of Socio-economic and Animal Production Data (IFAD, 1996); National Rangeland Strategy for Jordan (MOA, 2001); and Country Environmental Analysis (MOE -World Bank, 2009).

<sup>14</sup> An analysis conducted with NCARE of the economics of a 200 heads sheep flock rearing in the Badia shows that - at best and in the absence of shocks - a meager net return is provided to the livestock owner from this venture. A 200 sheep flock generates an annual revenue of about US\$42,560 (91% from live animal sales and 9% from milk

resulting in outmigration from the Badia to urban areas. Nonetheless, livestock rearing is still the core livelihood style for the majority of the communities living in the Badia, and as such - an important income source with very few alternatives, especially in the south.

28. It has been widely acknowledged that in order to support herding communities' livelihoods it is necessary to protect the Badia rangelands by allowing regeneration of the vegetation cover, reducing the stocking rate and specifying the grazing season. Since the 1940s, MOA has pursued rangeland rehabilitation through different techniques, including the establishment of rangeland reserves. MOA has established 29 reserves totaling some 85,000 ha across the Badia, with interventions confined to plant protection, water harvesting, re-planting/re-seeding and grazing control. This 'traditional' approach to rangeland reserves has proven costly, difficult to implement and at times controversial: the lack of involvement of local pastoral communities has been a serious obstacle hindering effective land management.

29. Government's new vision for the Badia is to make it an attractive living place, suitable for investment initiatives through the optimal utilization of natural and human resources, thus reducing poverty and unemployment while improving local people's living conditions. Following MOA's National Rangeland Strategy (2001) the Ministry has been advocating participatory methodologies in planning and executing range development and management, and the removal of reserves' border fences. This approach has begun showing some positive results: one example is the Tal-Rimah Rangeland Rehabilitation Program in the northern Badia, in which the local community was involved from the starting point of problem definition, finding solutions, site selection and plant species selection.<sup>15</sup> Statistical analysis indicates that the program resulted in significant biomass increase, and it was clearly demonstrated that with the cooperation of the local population large areas of the Badia could be rehabilitated. Another promising example of adapted rangeland management is that of the Hadalat range reserve in the northern Badia: this reserve has recently been secured under HFDJB supervision, which is establishing sustainable management practices of the reserve with the concerned communities. Information on biomass and DM output from the reserve is promising.

30. This component will pilot more sustainable rangeland management models for local communities by engaging them directly in the design and implementation of improved and adapted management of the natural resources on which they depend. In tune with the first component, investments will be geared at showing the validity of different alternative livelihood options. The component is accordingly organized around three sub-components:

- 2.1 Water harvesting
- 2.2 Adaptive rangeland management
- 2.3 Alternative livelihoods

### ***Sub-component 2.1: Water harvesting***

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production). Overall cost of production amounts to US\$40,180 that comprises feeding (60%); water (23%); labor (9%); and health care (7%).

<sup>15</sup> <http://cals.arizona.edu/oals/susdev/Reports/NMSUTalRimahRangeRehab.pdf>

31. A number of *hafirs* have been constructed in the past by MOA, including in Al Husseinieh. However, due to design and construction features combined with high evaporation rates, water retention in these *hafirs* has lasted 2-3 months only. The communities which were consulted during project preparation confirmed their interest in longer-lasting water harvesting investments which are multipurpose, including animal watering and fodder production.

32. Two improved *hafirs*, in terms of their shape and the geological characteristics of the sites, will be constructed by the project in the two southern sub-districts: Al Husseinieh and Al Jafr (one in each), featuring water retention capability of at least 6 months. The *hafirs*' storage capacity will be between 50,000 and 100,000 m<sup>3</sup>. About 20,000 m<sup>3</sup> of the water would be available for supplementary irrigation of 10 hectares fodder areas<sup>16</sup> while the remainder water after losses (about 50 percent) will support about 72,000 small ruminants.<sup>17</sup> Assuming an average flock size of 200 heads, 360 livestock owners are expected to directly benefit from the *hafirs*. The adjacent fodder irrigated areas would provide a total feed supplement of about 25 tons (barley-equivalent).

33. The general location of the *hafirs* will be determined by the beneficiary communities. A consultation-based area identification process, assisted by NCARE's watershed specialists, will be executed by HFDJB, which specializes in community participation and engagement in general, and has experience engaging with communities and associations in the target localities in specific. Aspects of land ownership and use rights will be considered carefully with the understanding that the *hafirs* and their related works will be on Government land. Agreements will be reached with the communities on the management of the *hafirs* after the project is closed through the HFDJB-led community engagement process.

34. The exact sites of the *hafirs* (and fodder production areas) within the agreed areas will be based on topographic, hydrological, geological, agronomic and other required preliminary design investigations. Account will be taken of the MOWI-MOA Water Harvesting Study (2009), which identified a considerable number of suitable sites, including a few in the Ma'an Governorate area. Due reference will also be made to *hafirs*' design standards and guidelines of the Jordan Valley Authority – Dams Administration Department/Water Harvesting Directorate, which is the specialized arm of MOWI on water harvesting technologies. In all cases, general and specific Government rules and regulations for public works will be followed. Shape, depth and soil properties will be determined to reduce evaporation rates, seepage losses and increase overall water detainment.

35. Maintenance of the *hafirs*, including annual sediment removal and check-ups of the structure, will be the responsibility of NCARE during the life of the project which will be handed over to MOA upon its closure. Annual checks are required on the diversion structure, the water inlet point, and the spillway for any damage. Sediment removal from the inside of the *hafir* should be performed once every 4 to 5 years or more frequently depending on the soil erosion conditions of the watershed.

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<sup>16</sup> Two sites of about 5 ha each at 2,000 m<sup>3</sup>/ha

<sup>17</sup> Drinking 5 liters per day over a six months period

### ***Sub-component 2.2: Adaptive rangeland management***

36. Under this Sub-component the project intends to establish and operate two non-fenced rangeland reserves (total area of about 3000 ha) in Al Jafr and Al Husseinieh (one in each) and the building of communities' capacity to assume responsibility for the adapted management and maintenance of the reserves. In Al Husseinieh the intention is to rehabilitate, if technically feasible, an existing reserve which would be improved in terms of vegetation cover and community management. If proven technically unfeasible to rehabilitate an existing reserve, a new reserve will be established on Government land. In Al Jafr a new reserve will be established and vegetation cover will be improved. The pilot rangeland reserve areas will be on state-owned land with Government formally granting the pilot communities increased management authority over the reserve areas.

37. The communities will be directly involved in the design of this pilot initiative from the outset, including in the identification of the reserve sites, and in all decisions regarding the choice of plant species to be replanted, reserve-related water conservation and harvesting technologies, and in the management and monitoring approaches to be followed. The aim will be not only to transfer responsibility for site management to the communities, but also the authority for rehabilitation and maintenance. Central to this effort will be the acceptance of the communities that reserve areas will be closed initially to livestock grazing for a two year period to allow for rehabilitation of plant cover. HFDJB will execute all community engagement aspects, and continue to support the communities through the life of the project on these initiatives.

38. The project will finance vegetation replanting and contour bunding works within the area to improve reserves' water retention capacity. The choice of vegetation will be made in consultation with the communities. Following such works and activities, the reserves will be put aside for a rest period as mentioned. Technical advice on appropriate reserve management practices (carrying capacity, duration of grazing period, annual frequency, seasonal timing and payment of use rights if any) will be provided with the guidance of NCARE and MOA's Rangelands Directorate. All parameters will be discussed and agreed upon with the communities with HFDJB's mediation, and recorded in grazing agreements. Vegetation cover, biomass and main flora composition monitoring will be done by NCARE at reserve start, during the rest period and at the end of each grazing season throughout project duration to feed into the project's M&E system (including GEF Land Degradation PMAT). The project will support 6 Community Youth Rangers who will be recruited from the target communities. The rangers will be employed for a period of about three years and their work will start at the beginning of reserve improvement activities.

39. Rangeland management works will also include carrying out 'water spreading' through contour bunding type works to increase vegetation cover in selected areas outside the reserves. Areas for water spreading will be selected with community consultation and agreement, with HFDJB's assistance. The management practices of these 'special areas' will be carefully verified, discussed and agreed to with the communities. It is expected that the two reserves would yield about 60 kg/ha of DM. It is expected that about 6,000 small ruminant heads will be allowed in twice a year (spring and autumn) for 20 days each season, 3-4 hours each day.

40. Reserves' (inside) contour bunding and water spreading (outside, in reserves' surrounding areas) works will be preceded by all required studies (topographic, hydrological and soils studies), and will be based on NCARE's standard design and technologies. Management of the reserves will be the responsibility of the beneficiary communities during the life of the project; it is expected that the communities, upon project completion, will be capable of sustainably managing and utilizing the reserves. Responsibility for monitoring of reserves' biomass after project completion will rest with MOA.

### ***Sub-component 2.3: Alternative livelihoods***

41. This Sub-component comprises two activities: one involves deepening the understanding of the socio-economic circumstances and tribal affiliations of the target communities, which will be important in understanding how best to engage them on project activities and, particularly, in the alternative livelihoods activities; the second activity provides a range of support for alternative livelihoods initiatives in the communities, with some special focus on women and youth.

42. While the target communities have been extensively consulted during project preparation and have provided input on project design, more detailed information on the communities will help refine activities so they respond effectively to local interests and incentives. The activity will refine information about the loci of poverty in the community, the circumstances of youth and women, perceptions about land use and management, and interest in, and opportunities for, alternative livelihoods. Activities will include focus group meetings, a rapid rural appraisal, and a survey. HFDJB will be responsible for these activities. The findings will usefully inform the implementation of all Component 2 project activities.

43. Community engagement, which is central to the success of all Component 2 project initiatives, will be directly informed by the findings of the socio-economic assessment of the target communities. The community engagement activities will: inform the target communities of the proposed alternative livelihoods and small grants programs; clarify the objectives and expected outcomes of these activities; inform communities of the conditions governing the programs; identify and obtain as comprehensive a list as possible of cooperatives who will benefit from the alternative livelihoods activities; and fully involve community members in the program so it has their full support and buy-in. The Community Engagement activities will also provide an opportunity to identify possible obstacles or potential opposition to the proposed activities and to work out ways to address these proactively.

44. The second activity aims to support communities through established community cooperatives to initiate new, or significantly improve existing, micro-business income-generating activities. The objective is to encourage communities to engage in income-generating activities that will ultimately improve their livelihoods and, over time, help reduce their reliance on natural resources exploitation.

45. This activity will be implemented by HFDJB which will work closely with between 10 and 21 established local cooperatives, spread rather evenly across the two target communities. At least one of the cooperatives will be a women's only cooperative, and it is required that women's

membership in the total number of participating cooperatives be at least 15 percent. Additionally, one cooperative will focus specifically on providing livelihoods support for youth (18-25 years of age) relating to the on-the-job training and short- and term employment opportunities in the pilot reserves.

46. Funding for the alternative livelihoods activities will come from both GEF and HFDJB. GEF funding will support capacity building, skills training, technical assistance (including consultancies) and small equipment purchases for alternative livelihoods activities for a minimum of 8 and a maximum of 11 local cooperatives. The precise number of cooperatives included will ultimately be determined by the costs involved in supporting the cooperatives. The alternatively livelihoods activities are expected to operate through the life of the project as micro-businesses, with profits probably only beginning to be realized in the second year of their operation. The cooperatives will likely choose to engage in traditional activities such as cheese making, herb production, tailoring, traditional biscuit production, etc. GEF funding can, and should, be used to support consultancies relating to the determination of markets, quality standards, and packing requirements related to the cooperatives' proposed business ventures.

47. The HFDJB will be responsible for working with the communities and cooperatives on the design and implementation of the GEF-supported alternative livelihoods activities.

48. HFDJB resources will be used to support a small grants program in up to 10 local community cooperatives in the two target communities. The small grants will help the cooperatives enhance or introduce new micro-business activities. It is possible that some of the cooperatives receiving GEF support for alternative livelihoods activities will also receive small grants support from the HFDJB. However, at least 25 percent of the GEF's alternative livelihoods support must be used for cooperatives which are not receiving HFDJB's small grants support.

49. The cooperatives receiving support under the GEF's alternative livelihoods activities and/or from the HFDJB's small grants program will be selected based on the following criteria:

- i. they will have been in existence for at least one year;
- ii. they will have shown, through a review undertaken by the HFDJB, the capacity to manage investments and equipment in a sound and transparent way;
- iii. they are in full compliance with Jordanian regulations governing the establishment and operation of cooperatives;
- iv. they represent only local residents living in the target communities;
- v. they have an active membership of 10+ persons;
- vi. they are not affiliated with a specific political party or religious entity;
- vii. there is no history of controversy about their activities, practices, or membership within their communities or more broadly;
- viii. their proposed alternative livelihoods activities are considered by the HFDJB to have potential to be economically viable and sustainable, being based on local skill and knowledge capacities and technologies, readily available resources, and a clearly identified and accessible market.

50. HFDJB will be responsible for ensuring that all cooperatives receiving support under the GEF's alternative livelihoods support and the HFDJB's small grant support meet the 8 criteria listed above.

51. It is not anticipated that the cooperatives will themselves receive and manage the financial support for their planned alternative livelihoods activity. They will be advanced 25 percent of the total financial support amount on signing of an Operational Agreement with the HFDJB, but thereafter will provide original invoices and statements of expenditures to the HFDJB for reimbursement. HFDJB will be responsible for procuring and delivering the needed capacity building, training and, in some cases, small equipment needs, for the cooperatives consistent with the specific micro-business they are pursuing. The alternative livelihoods activities may either be new ventures or be initiatives to upgrade and improve the quality and marketability of ongoing productive activities.

52. Prior to the cooperatives receiving alternative livelihoods or small grant support, the HFDJB will ensure that each cooperative signs an Operational Agreement which clearly lays out the objectives, manner of operation, membership and conditions under which the alternative livelihoods and/or small grants support is being provided. Cooperatives receiving support under the project's alternative livelihoods activities must ensure their activities do not involve any activities included on the following Negative List:

- i. the purchase or maintenance of live animals or birds;
- ii. the construction or modification of buildings or infrastructure;
- iii. the movement or resettlement of persons or families from their existing homes, whether their settlement is legal or illegal;
- iv. the removal or moving of cultural artifacts or structures;
- v. the purchase of land;
- vi. the purchase of vehicles;
- vii. the use of groundwater from unlicensed wells or sources;
- viii. the introduction of invasive alien species;
- ix. the production, processing, or movement of illegal substances and items;
- x. the killing, trade or trafficking of endangered animal species.

53. The HFDJB will be responsible for ensuring that the participating cooperatives meet and comply with the Negative List through the life of the project.

### **Component 3: Project Management and Monitoring and Evaluation (GEF: US\$0.43 million)**

54. The objective of this component is to establish an effective PMU, capable of directing and supporting project implementation, liaising with stakeholders, carrying out M&E according to agreed indicators and conducting all fiduciary tasks. NCARE will establish a PMU consisting of a Project Manager, a part-time M&E Specialist, a FO and a seconded (by NCARE) Procurement Officer, reflecting management schemes of successful GEF and non-GEF projects in Jordan.

55. The PMU will manage the activities of NCARE, RSCN and HFDJB as well as:

- viii. Prepare annual work plans and budgets and bi-annual procurement plans (or as agreed);
- ix. Manage, monitor and evaluate implementation of project components;
- x. Ensure liaison, communication, collaboration and joint problem-solving between the three entities;
- xi. Report implementation progress and FM performance to the SC and the World Bank on a quarterly basis;
- xii. Ensure timely external auditing of project accounts;
- xiii. Ensure appropriateness of procurement and FM activities as per agreed terms;
- xiv. Ensure adherence to and implementation of approved safeguard instruments;
- xv. Act as the secretariat of the SC and chair the TWG;

56. The PMU will also seek close collaboration with a number of key stakeholders who operate in the three poverty pockets included in the project. These include the EPP and its partner implementing agencies, i.e. the JRF and the CCA that work, respectively, on EPP's third phase poverty alleviation program in Al Husseinieh, Al Jafr (JRF) and in Ar Ruwaished (CCA).

57. An M&E system will be developed and specified in the PIM. The system will be utilized by the PMU, with data provided by NCRAE, RSCN and HFDJB, and also collected by the PMU itself. The M&E system will be designed to track progress and performance to be reported to the SC, World Bank and GEF at three main levels (i) basic progress over time in relation to the achievement of scheduled activities and outputs; (ii) income and expenditure against budget allocations; and (iii) project impact in relation to the approved indicators. Uniform reporting formats will be developed and will be included in the PIM to facilitate the compilation of progress reports by the PMU according to an agreed schedule, and the Biodiversity and Land Degradation Tracking Tools will be utilized in the frequency required by GEF to report on Focal Area performance. The PMU will also be responsible to feed relevant project data to the HFDJB website to ensure information sharing with projects in the country, region and internationally.

## ANNEX 3: IMPLEMENTATION ARRANGEMENTS

### HASHEMITE KINGDOM OF JORDAN: BELP

#### Project Implementation Arrangements

1. The designated Implementing Agency of the project is NCARE. The project will be executed by the following three entities:
  - i. NCARE, which will implement, on a Force Account basis, the water harvesting and rangeland rehabilitation activities in the southern Badia (sub-components 2.1 and 2.2); and Component 3 by hosting a PMU (see below)
  - ii. RSCN, which will be contracted on a Direct-Contract basis, will execute the establishment of the community-centered ecotourism corridor (Component 1)
  - iii. HFDJB, contracted on a Single-Source basis, will execute the community engagement activities in the southern Badia (Sub-component 2.3) and assist NCARE and RSCN with suitable approaches for engaging communities in water harvesting and rangeland rehabilitation (sub-components 2.1 and 2.2); and in ecotourism and livelihoods development in the northern Badia as needed (Sub-component 1.2).
2. All entities have been selected on the basis of their comparative advantage in terms of technical expertise and experience, as well as their capacity to manage operations and collaborate with each other in an effective manner. The following is a summary of their record:
  - i. **NCARE** (Implementing Agency) is a semi-autonomous institution (1993) under MOA with administrative and financial independence, and a leading center for agricultural research and extension in Jordan. It houses most agricultural research, projects and extension activities in the country. It consists of a main headquarter located at Al-Hussein Agricultural Experiment Station at Baqa'a, 8 extension offices, 13 extension units and 23 extension sub-directorates. NCARE has been involved in a number of donor-funded projects, including the GEF-funded Conservation of Medicinal and Herbal Plants Project, and is planned to carry out another GEF-funded project, the International Fund for Agricultural Development (IFAD) Irrigation Technology Pilot Project to face Climate Change Project (GEF CEO endorsed). NCARE has worked with MOA to implement a number of UNCC-funded interventions in the northeast Badia. It meets the criteria necessary for project implementation and sustainability due to its strong technical capacity combined with local presence and ties with local communities. Relevant training may be identified in the PIM to further enhance NCARE's capacity to lead activities in the southern Badia and manage the project as a whole.
  - ii. **RSCN** is an independent non-profit NGO devoted to the conservation of Jordan's natural resources. Established in 1966 under the patronage of His Majesty the late King Hussein, RSCN has been given the responsibility by the GOJ protect the Kingdom's natural heritage. As such, it is one of the few voluntary organizations in the Middle East to be granted this kind of public service mandate. Its main activities revolve around setting-up and managing PAs, raising awareness on environmental issues, creating job opportunities for rural communities through ecotourism and other nature-based businesses, providing

training and capacity building for environmental practitioners and other institutions and running environmental education campaigns. In 2010 RSCN established the seventh nature reserve in Jordan, the Yarmouk Nature Reserve, and implemented a number of donor-funded projects, including the World Bank-funded Conserving the Natural and Cultural Landscape of the Surrounding Areas of Aljoun Castle Project, and the GEF-funded Integrated Ecosystem Management of the Jordan Rift Valley Project. RSCN was also in charge of the Mujib reserve-related activities under the GEF-funded Conservation of Medicinal and Herbal Plants Project. It has developed and managed a number of ecotourism facilities, including in the Feynan and Dana Reserves. It has strong technical capacity, a clear mandate and proven experience in ecotourism development, making it a good candidate to execute ecotourism activities in collaboration with targeted communities in the north. RSCN's role in the Integrated Ecosystem Management in the Jordan Rift Valley Project gives it important experience in the environmental sector, working with World Bank projects. Its expressed desire to further engage with the private sector in its future activities demonstrates good potential for sustainability of interventions in the north, also in line with the second NTS. RSCN's current role in managing the Al Azraq and Shaumari sites and future role in managing Burqu' will facilitate these sites' engagement in the planned project as important touristic attractions.

- iii. **HFDJB** is by Royal Decree (2006) the institution mandated for sustainable development of the Jordan Badia through active participation of the communities that live therein. HFDJB seeks to improve socio-economic conditions in the Jordan Badia by contributing to poverty alleviation and unemployment reduction, making use of the skills of the Badia people and building their capacities through a variety of development projects. HFDJB has strong links with the selected communities, a very good understanding of their socio-economic situation, and experience in working with local cooperatives and other entities, making them the suitable entity to engage with and mobilize target communities. Importantly, HFDJB will provide funding resources through its Small Grants mechanism.

### **Project Institutional Arrangements**

- 3. The project will be managed by a PMU housed in NCARE, which will receive guidance from the SC and discuss technical issues through the TWG.

- a. **Project Management Unit**

- 4. The PMU will manage the activities of NCARE, RSCN and HFDJB. The PMU will be headed by a Project Manager and comprise a part-time M&E Specialist, a full-time FO and a Procurement Officer seconded by NCARE. The PMU will implement the tasks specified under Component 3 (see Annex 2).

- b. **Steering Committee**

- 5. The PMU will be guided by a SC which will be chaired by the Secretary General of MOPIC and meet on a semi-annual basis or more frequently if needed. Based on consolidated

implementation progress reports submitted quarterly by the PMU, the SC will provide strategic guidance and oversight for the project (including on procurement, FM, disbursement, M&E and reporting matters), advise on corrective measures, provide conflict resolution, and be responsible for approving annual work plans and associated budgets submitted by the PMU. The SC will include senior management from NCARE, RSCN and HFDJB (Director level) and high-level representatives (Secretary General level) from MOA, MOE, MOWI and MOTA. The SC terms of reference will be reflected in the PIM. The Project Manager will act as Secretary to the SC, which will hold semi-annual meetings, or more frequent meetings if needed.

c. **Technical Working Group**

6. The PMU will be assisted by a TWG, chaired by the Project Manager. The TWG will comprise focal points from NCARE, RSCN and HFDJB as well as representatives from MOPIC and MOA (one from each), who will be encouraged to invite additional experts to contribute to discussions as relevant. It will discuss technical issues and enable information exchange, and provide technical advice and guidance on various aspects of project implementation, including decision making on technical activities, M&E and guidance on project implementation at all stages. The TWG may also make recommendations to be discussed at the SC level, and will hold quarterly meetings, or more frequent meetings as required. It is crucial for project success that the PMU operate in a flexible, transparent and collaborative manner. To this end, the TWG will be a key mechanism.

**Financial Management, Disbursements and Procurement**

*Financial Management*

7. The PMU is the primary unit responsible for the overall coordination and monitoring of the project. The PMU will be housed in NCARE and will receive guidance from the SC and discuss technical issues through the TWG. NCARE has been involved in the implementation of a number of donor-funded projects, including the GEF-funded Conservation of Medicinal and Herbal Plants Project administrated by the World Bank. Nevertheless, it has limited knowledge about the World Bank FM and disbursement guidelines due to not being directly involved in the FM and disbursements aspects of the above project. . MOPIC, which will manage the DA, has solid experience with World Bank disbursement guidelines gained from the implementation of past and current World Bank-financed projects, and its overall performance is considered satisfactory. An Accountant will be selected from the Finance Unit at MOPIC to be the main FM person for the project in MOPIC. The Accountant will maintain close coordination and collaboration with the PMU Financial Officer housed in NCARE, who will be outsourced and financed by GEF Grant.

8. **Project FM Risk.** The overall FM risk is “*Substantial*”. With mitigation measures in place, the project will have acceptable project FM arrangements; its FM risk rating will be “*Moderate*”. The FM risk is assessed as “Moderate” mainly due to: i) possible limited coordination between MOPIC and the PMU housed in NCARE that may cause delays in financial reporting and payments to beneficiaries; ii) multiple executing entities with geographic disconnect; iii) MOPIC managing the DA would enhance controls over payments but it might cause delays in processing

payments to beneficiaries; and iv) NCARE has limited prior experience with the World Bank's FM and disbursement guidelines.

9. The following measures are to be taken to mitigate FM-related risks:

- i. Specific means of coordination and communication of activities between the PMU housed in NCARE and MOPIC;
- ii. A qualified Financial Officer is hired who will be in close contact with MOPIC designated accountant;
- iii. Payments to NCARE, RSCN and HFDJB will be according to specific and clear contractual deliverables and payment terms;
- iv. Adequate training will be provided by the World Bank to the PMU on World Bank FM and disbursement guidelines;
- v. A sub-account will be opened for NCARE and a sufficient advance from the DA will be transferred to this sub-account. Replenishment of this sub-account will take place only after submitting full proper supporting documentation to MOPIC;
- vi. An independent external auditor, acceptable to the World Bank, will be hired to audit the project's annual financial statements in accordance with terms of reference acceptable to the World Bank. The auditor will also assess the effectiveness of internal controls within the project.

10. **Budgeting and Funds Flow**. A project budget and periodical disbursement plan, based on the procurement plan and implementation schedule, will be developed by the PMU. To ensure that funds are readily available for project implementation, a US Dollar DA will be opened at the CBJ to be managed by MOPIC. Deposits into and payments from the DA will be made in accordance with the disbursement letter. MOPIC will prepare withdrawal applications with the related supporting documents, signed by the designated signatories.

11. **Sub- Account**. An advance from the DA that is managed by MOPIC will be placed into the sub-account that will be opened for NCARE. This will ensure that funds are available in a timely manner to NCARE, the designated Implementing Agency. This advance will be replenished by MOPIC after the PMU provides full supporting documentation for all utilized funds from the Advance. The PMU will take charge of the full clearance process, which will then be checked by the regulatory bodies in NCARE. Based on documents provided by NCARE, MOPIC will be executing the replenishment without extensive reviews.

12. The bulk of the project's expenditures relate to consultancy services and works, mainly three contracts that will be signed with NCARE (Force Account), RSCN (Direct Contract) and HFDJB (Single Source). Payments to these contracts will be in accordance with each contract's specified deliverables and terms of payment.

13. **Accounting and Reporting**. The project will follow the cash basis of accounting where resources and uses of funds are recorded when cash is received or when payments are made. NCARE will be responsible for preparing quarterly IFRs and annual project financial statements in compliance with IPSAS. The reports will consist of "Statement of Cash Receipts and

Payments by category” and accounting policies and explanatory notes, including a footnote disclosure on schedules: (i) “the list of all signed Contracts per category” showing contract amounts committed, paid, and unpaid under each contract, (ii) Reconciliation Statement for the balance of the DA and the sub-account in JOD, and (iii) a list of assets (goods and equipment). The IFRs will also reflect the in-kind and cash contributions from NCARE, RSCN and HFDJB. The IFRs will be submitted by NCARE to the World Bank within 45 days after the end of the concerned period.

14. **Internal Controls**. Project’s expenditure cycle will follow the controls specified in the National Financial System of the Hashemite Kingdom of Jordan, which includes: (i) technical approval of the department involved; (ii) finance staff checking and approval; (iii) resident Internal Auditors; and (iv) Ministry of Finance’s Financial Controller who validates the accuracy of the payment and its compliance with the applicable laws in Jordan and with the World Bank procurement and FM procedures as well as the Grant terms and conditions. Although the project will follow the Government-applied controls set in the local laws, there will be supplementary controls in place for monitoring project activities, including the verification and approval of the PMU staff (financial and technical). Project’s financial controls will be documented in the PIM that will be prepared prior to negotiations. The PIM will include a FM chapter, which will describe the roles and responsibilities of MOPIC and NCARE in relation to FM and disbursement and flow of funds, information and documentation.

15. **External Audit**. An external independent auditor acceptable to the World Bank, financed by the Grant, will be hired to audit project financial statements in accordance with international standards of auditing. The audit report and management letter will be submitted by NCARE to the World Bank within six months after the end of the audit period. NCARE will be responsible for preparing the Terms of Reference for the auditor and submitting them to the World Bank for clearance. The auditor will be requested also to provide an opinion on the project’s effectiveness of internal control system. The final payment for the auditor after the Closing Date will be transferred from the Grant account to an escrow account maintained by MOPIC. According to the World Bank Policy on Access to Information issued on July 1, 2010, the audit report with audited financial statements of the project will be made available to the public.

16. **Grievance Redress Mechanism**. A well-designed Grievance Redress Mechanism can provide World Bank task teams and clients alike with a variety of benefits such as, and not limited to, improved service delivery and enhanced overall project effectiveness. An effective Grievance Redress mechanism acts as an early warning mechanism and can help identify problems, including FM and disbursement, before they become more serious and/or wide-spread and it is expected to promote the transparency and accountability of the project. The Grievance Redress Mechanism that has been put in place for the project and which will operate for the lifespan of the project, will follow the design that was recommended by communities during preparation of the Process Framework.

17. **Training and Implementation Support**. The World Bank will provide training to PMU staff on World Bank FM and disbursement guidelines and procedures, and will provide FM implementation support during project supervision.

### *Disbursements*

18. The proceeds of the Grant will be disbursed in accordance with the World Bank's disbursements guidelines as outlined in the Disbursement Letter and in accordance with the World Bank Disbursement Guidelines for Projects. Transaction-based disbursement will be used under this project. Accordingly, requests for payments from the Grant will be initiated through the use of Withdrawal Applications (WAs) either for direct payments, reimbursements and replenishments to the DA. All WAs will include appropriate supporting documentation, including detailed Statement of Expenditures (SOEs) for reimbursements and replenishments to the DA. The category of Eligible Expenditures that may be financed out of the proceeds of the Grant and the percentage of expenditures to be financed for Eligible Expenditures will be spelled out in the Grant Agreement.

19. Necessary supporting documents will be sent to the World Bank in connection with contract that are above the prior review threshold, except for expenditures under contracts with an estimated value of (a) US\$200,000 or less for Works; (b) US\$150,000 for Goods; (c) US\$100,000 or less for Consulting Firms; and (d) US\$50,000 or less for Individual Consultants, as well as Training, which will be claimed on the basis of SOEs. The documentation supporting expenditures will be retained at the PMU and will be readily accessible for review by the external auditors and World Bank supervision missions. All disbursements will be subject to the conditions of the Grant Agreement and disbursement procedures as will be defined in the Disbursement Letter.

20. Table 1 below specifies the categories of Eligible Expenditures that may be financed out of the proceeds of the Grant and the percentage of expenditures to be financed for Eligible Expenditures:

**Table 1: Categories of Eligible Expenditures and the Percentage of Expenditures to be Financed by the GEF Grant**

<b>Category</b>	<b>Amount of the Grant Allocated (expressed in US\$)</b>	<b>Percentage of Expenditures to be Financed (inclusive of taxes)</b>
Works, Goods and Equipment, Consultant's Services, Training, and Incremental Operating Costs	3,330,555	100%
<b>TOTAL AMOUNT</b>	<b>3,330,555</b>	

### *Procurement*

21. **Implementing Agency:** NCARE is the Implementing Agency of the project. NCARE receives its core funding from the Government. Direct funding is also received from national and international donors to finance the implementation of proposed projects. NCARE consists of a

main headquarter in Amman and 8 regional centers located in Dair Alla, Ramtha, Mafraq, Mshaggar, Rabba, Tafilleh, Wadi Araba and Shobbak. NCARE also operates 13 research stations representing different agro-ecological conditions and 13 extension field units throughout Jordan.

22. **Record keeping**: Filing and maintaining the procurement-related records for the lifetime of the project is assessed to be satisfactory. Currently NCARE archives all bids for a period of 10 years.

23. **Staffing**: Currently the procurement department is composed of 5 staff with an experience in procurement of an average of 10 years. No targeted procurement training is planned and the English language of the staff dealing with procurement is assessed to be fair in general. Should the documentation and reporting be produced in English, this weakness is to be mitigated.

24. **Procurement Envelope**: The Agency has a yearly average of US\$1.4 million in procurement processing.

25. **Capacity Building**: Training and professional development will increase the performance of staff and will facilitate decision making at lower levels consistent with the risk and complexity of the procurement requirements. Investment in staff development will have a positive impact on the project. The procurement staff, though was involved in implementing internationally-financed projects, has never been fully in charge of a World Bank project. The procurement expertise is acquired by on-the-job practice. In case World Bank procurement guidelines are to be used, a targeted training need to take place before launching the project.

26. **Project Implementation Manual**: NCARE will prepare the procurement section in the PIM to include all standard bidding documents to be used under the project in National Competitive Bidding, shopping, and selection of consultants. The pertaining forms (invitations, guarantees, notifications, etc.) will be enclosed. The World Bank will review the package. In addition, the PIM will provide tools for efficiently monitoring and management of the contracts with RSCN and HFDJB.

27. **Past Experience in International projects**: NCARE has good relations with many regional and international institutions such as the World Bank, the European Commission (EC) , United Nations Development Program (UNDP), Food and Agriculture Organization (FAO), USAID, German Society for International Cooperation (GIZ), International Development Research Center (IDRC), ICARDA , The Arab Center for the Studies of Arid Zones and Dry Lands (ACSAD), Arab Fund for Economic and Social Development (AFESD), Arab Organization for Agricultural Development (AOAD), Japan International Cooperation Agency (JICA), GEF, Arab Authority for Agricultural Investment and Development (AAAID), IFAD, International Plant Genetic Resources Institute (IPGRI), and Agricultural Food Marketing Association for the Near East and North Africa (AFMANINA).

28. **Audit**: The Agency has internal and external audits, but both are Governmental audits. An independent external audit will provide its opinion on the Grant proceeds.

29. **Applied taxes:** Grant proceeds may be exempted from Value Added Taxes. At the time of signing the contract, the bidder should pay however the revenue stamps fees on the contract and additional taxes at a total rate of around 0.7 percent of the total contract price.

30. **Proposed Procurement Measures:**

a. **Implementation:** With respect to procurement, the project will be implemented centrally by a PMU housed at NCARE. The procurement function will be supported by the Agency's technical staff and will rely on its in-house Procurement Staff and field consultants. The project activities include (i) ecotourism in the northern Badia, (ii) water harvesting and rangeland management activities in the southern Badia, and (iii) community engagement activities. In view of the mandates of institutions entrusted specifically with the above responsibilities (as described in Annex 2), NCARE will contract RSCN and HFDJB, and the three entities will be responsible for project execution. The SC, headed by MOPIC, will provide an independent oversight of the procurement processing, when pertinent, and project implementation progress, in particular. After the terms of implementation have been approved by the SC, NCARE will be in charge of carrying out (i) contract management of the NGOs' contracts, and (ii) execute its own Force Account and appoint an independent auditor for the project. A STC will be established for the project to expedite its implementation.

b. **Methods of Procurement:**

- i. *Force Account:* It is planned that NCARE, being a semi-Governmental agency, will implement its activities on a Force Account basis, as described in the World Bank "Guidelines: Procurement of Goods, Works and Non-consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers" dated January 2011 (paragraph 3.9). Under the Force Account, works such as construction and installation of equipment and non-consulting services are carried out by a Government department using its own personnel and equipment. This method may be the only practical method of procurement under specific circumstances. The use of Force Account requires that the Recipient sets maximum aggregate amounts for the use of Force Account, to which the World Bank gives its no objection, and applies the same rigorous quality checks and inspection as for contracts awarded to third parties. A Force Account is justified and may only be used after World Bank's no objection.
- ii. *Single Source/ Direct Contract:* RSCN as well as HFDJB are foreseen to be contracted under Direct Contracting/Single Source methods, respectively, that will follow the above-cited guidelines, paragraph 3.7. The World Bank will give its no objection on the contracts' terms and breakdown of cost. Contribution from both entities will be mitigating the risk of inflating the price of proposed purchases and services.
- iii. *Other methods:* For the selection of the independent auditor of the project, NCARE will be using the LCS method. Also, it is foreseen using Individual Consultants method for the selection of the PMU consultants. The Grant Agreement will provide though flexibility for using other procurement methods, should they be needed during implementation.

- iv. Because of the design of implementation, a procurement plan will only be necessary for the PMU selection of individual consultants and external audit. In Annex 9, Table 1 is the procurement plan to be attached to the Grant Agreement; Tables 2, 3 and 4 are for ease of reference to determine the Force Account activities (NCARE) and expected deliverables from the Single Source (HFDJB) and Direct Contract (RSCN). The latter two will be included in the respective contracts when finalized.
- v. *Applicable Guidelines:* “Selection and Employment of consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers- January 2011” and “Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers- January 2011” will be used.
- c. Oversight of the World Bank on procurement: The Force Account contract and Direct Contracting/Single Source of the two NGOs/contractors will be cleared by the World Bank. The contracts will clearly define all activities, timelines and terms. It is understood that there will be several very small purchases and contracting to be conducted by relevant institutions (NCARE, RSCN and HFDJB), thus it will be agreed that all third parties and bidders will be selected and awarded using reasonable competitiveness that will be well documented. The PMU will maintain and update a database of the prices in the market of the items foreseen for the project. The World Bank will supervise the execution of contracts and provide physical auditing of deliverables. The World Bank will also provide post review assistance.
- d. Procurement plan: A procurement plan will be developed for the whole project and the PMU will consolidate its update bi-yearly or as seen necessary.

31. **Overall Procurement Risk Assessment:** The project is of *Substantial* Risk. The following are the identified risks and mitigating measures:

- a. Risks:
  - i. Inherent conflict of interest of the design of implementation;
  - ii. Contract management of RSCN and HFDJB;
  - iii. No regular procurement training of the procurement civil servants is administered by the Government;
  - iv. No independent audit is exercised;
  - v. No prior review of the contracts except of the first three contracts with NCARE, RSCN and HFDJB.
- b. Mitigating Measures:
  - i. MOPIC to oversee the Implementing Agency as an independent entity;
  - ii. PIM to define the procurement reporting to the PMU and SC;
  - iii. Development of adequate contract management tool and methodology to monitor efficiently the different contracts. The process will be described in the PIM;
  - iv. Enhancement of the capacity of procurement staff;
  - v. Independent auditor to be appointed for the project;

- vi. PMU to maintain a database of market prices to pro-actively advise on the third parties' contracts;
- vii. World Bank review of the Force Account contract and the Direct Contract/Single Source contracts;
- viii. World Bank regular revision of the procurement plan, and physical inspection during supervision missions.

*Environmental and Social (including safeguards)*

32. The project will be very positive from both an environmental and social standpoint if implemented as planned, as the project is designed to provide economic, social, and environmental benefits to communities in three poverty pockets of the Jordan Badia (Ar Ruwashed in the Mafraq Governorate, as well as Al Jafr and Al Husseinieh in the Ma'an Governorate).

33. Specifically, the project will be implemented in two geographic areas of the Jordan Badia, the northern and the southern, with two distinct sets of activities: (i) the promotion of community-centered ecotourism in the northern Badia through the establishment of the Al Azraq/Shaumari-Burqu' ecotourism corridor; and (ii) piloting of a bottom-up sustainable rangeland management approach which will yield both environmental and social benefits by supporting community-managed rehabilitation of sections of the Badia, and by sustaining livelihoods by supporting alternative livelihoods activities which target women and youth. Project design also includes the training of communities in ecotourism services as well as the establishment or reinforcement of community cooperatives and organizations engaged in rangeland management and complementary income-generating activities.

34. Project interventions engage communities directly in the design and implementation of a more sustainable management of the natural resources they depend upon. Specifically, project activities would increase the contribution of biodiversity to community incomes and strengthen the flow of ecosystem services in the Badia to production sectors. The project goals and interventions fit within the context of the ongoing MENA-DELP, which seeks to capture and harness the value of desert ecosystems in order to optimize the flow of goods and services for the environmentally and socially sound development of deserts.

35. **Environmental Implications.** By the nature of the project, it is expected that planned investments will result in positive impacts on the environment and living conditions of targeted beneficiaries, in general. It is also expected that any potential minor negative environmental impacts will be minor, temporary, and site-specific in nature and can be mitigated by implementation of the ESMP. It should also be noted that an ETDP and an EMP specific to the ecotourism interventions of Component 1 will be undertaken before implementation of investments (please see environment section above under Section VI, F).

36. Potential negative impacts resulting from project activities and corresponding mitigation measures as identified by the ESIA are presented as follows:

**Table 2: Project Impacts and Mitigation Measures**

<b>Impact</b>	<b>Mitigation Measures</b>
Impacts on air quality and noise from the construction of the ecolodge and of the <i>hafirs</i> : mainly from excavation, drilling, site clearance, vehicle loading and unloading, and other construction-related activities.	(i) Covering waste disposal trucks with tarpaulins during transportation and limiting travel speed; (ii) Ensuring that vehicles and machinery comply with Jordanian emission standards; (iii) Maintaining construction activity noise levels below Jordanian standard; (iv) Respecting Ambient Air Quality limits; (iii) Providing personnel and workers operating on site with hearing and breathing protection gear.
Impacts on air quality and noise from the operation of the ecolodge: mainly from the burning of fossil fuels for heating and cooking, and the operation of vehicles, such as trucks for water supply, solid waste collection, and sewage water collection.	(i) Utilizing solar water heating and photovoltaics for lighting (as appropriate); (ii) Using animals for transportation to reducing dependency on vehicles for service; (iii) Finding alternative water sources or recycling options to reduce dependency on water supply trucks; (iv) Adopting composting and recycling practices to reduce the reduced the need for waste collection vehicles.
Occupational Health and Safety risks from the construction of the ecolodge and <i>hafirs</i> : mainly eye and respiratory risks, physical injuries, and overexposure of workers to sunlight, dust and noise.	(i) Complying with Jordanian Rules and Regulations on Occupational Health and Safety; (ii) Providing protective gear for workers including helmets, boots, gloves, masks, and earplugs; (iii) Providing first aid kits at work sites and necessary information and training on rescue and emergency response procedures; (iv) Prohibiting admission of children, guests, or dependents of legal employees or underage workers to construction site.
Occupational Health and Safety risks from the operation of the ecolodge	(i) Providing fire extinguishers and first-aid kits in the ecolodge and camp sites, as well as access plan to emergency services; (ii) Developing an operational manual for facilities management.
Impacts on soils from the construction of the ecolodge: mainly the production of loose soil and sand as a result of excavation and site clearance, which could be increase erosion.	(i) Using excavated soil as back filling or removing it from site immediately after excavation; (ii) Ensuring proper location and covering by tarpaulin of excavated soil remaining temporarily on site; (iii) Avoiding construction during periods of anticipated rainfall to prevent any soil erosion.
Impacts on soils from the operation of the ecolodge: mainly soil compaction (and reduced vegetation) from vehicles (water trucks, sewage water collection trucks, and solid waste collection trucks).	Using existing paths for transportation and avoiding the creation of new routes that would disrupt vegetation, wildlife and compact soils.
Production and disposal of solid wastes generated by construction of	(i) Designating a suitable location for the safe storage of construction waste onsite (void of vegetation and natural

ecolodge and hafirs.	habitats and outside depressions and surface water drainage); (ii) Covering onsite wastes with tarpaulin; (iii) Carting wastes away by the contractor from the onsite storage location to an outside location identified by for filling purposes; (iv) preparing and implementing a solid waste management disposal plan for the site.
Production and disposal of solid wastes generated by operation of the ecolodge and the campsites.	(i) Identifying, sorting and storing wastes, including designated spaces for paper, glass, aluminum, steel and plastics and other recyclables; (ii) Adopting a garbage prevention strategy, including use of biodegradable products and composting methods; (iii) Preparing and implementing a solid waste management disposal plan.
Production and disposal of sewage wastes generated by construction and operation of the ecolodge and the campsites.	(i) Using of composting toilets not flush toilets or best relevant option; (ii) Using biological treatment technologies for sewage waste and wastewater that does not involve land disposal; (iii) Using pit latrines during the construction stage of the ecolodge and for the mobile camp sites (located away from runoff areas, depressions, or water sources); (iv) Using eco-friendly portable WCs in the permanent campsites as per RSCN's experience. RSCN will use good practice measures building from its experience.
The transport of tourists along the corridor and in the Burqu' nature reserve.	Designated trails within the reserves (for biking, hiking and camel riding) will be indicated, with monitoring by guides and rangers. In terms of vehicle entrance into Burqu', only RSCN vehicles would move tourists in/out and around the reserve, along designated trails. This will be made clear in the ETDP.
The hydrological functioning of watersheds for the construction of the <i>hafirs</i> : mainly impacts on impact watershed drainage patterns, as well sedimentation of the <i>hafir</i> itself.	A hydrological and geological survey will identify different parameters like peak flow, possible quantity and quality of raw water, soil analysis to identify the type of soil of the proposed <i>hafir</i> site, and types and locations of other locally available construction materials, etc.
The risk of further overgrazing and degradation of vegetation cover and of the rangeland in general.	Rangeland reserves will include contour bunding for water conservation, and will be replanted with palatable and nutritious indigenous drought-resistant species (e.g., <i>atriplex</i> sp. and g. <i>Saxola</i> ) over 25 percent of the reserve's area. The reserves will be set-aside for a period of two years to allow regeneration and growing.
Impact on Physical Cultural Resources (OP 4.11) and chance finds during the construction of ecolodge, establishment of trails, campsite, and construction of hafirs	(i) General interest area for the location of the hafirs will be determined in collaboration with communities and also taking into account results from a geological/hydrological/topographic study, (ii) If any chance finds are encountered during implementation, the government's national procedures will be applicable and

	the national procedures for archaeological chance finds will be followed during implementation, and (iii) OP 4.11 will be considered during the preparation of the ETDP and EMP (under component 1)
Impact on Natural Habitats (OP 4.04) as a result of project activities: camel and hiking trails, campsites, and ecolodge (Component 1)	(i) OP 4.04 on Natural Habitats will be covered under the scope of OP 4.01 on Environmental Assessment, (ii) With regards to citing of ecotourism related activities along the corridor (e.g. camel and hiking trails, campsites, ecolodge, etc.), an ETDP will be developed during the first year of the project by RSCN that will include a baseline ecological study that will define areas for ecotourism interventions taking into account environmental considerations. The study will determine the conservation value of the area and the relative importance of different habitats or parts of the site and individual species. It will also explore the relative sensitivity/value of different ecotourism areas in terms of nature conservation, landscape, archaeology and cultural interests. Based on the results of the study, in the event any 'core conservation or wilderness area' is identified (ecologically valuable areas), the project will exclude this area and include only those areas suitable for tourism and as informed by the study, (iii) RSCN to undertake an EMP specific to the proposed 10-12 room ecolodge, (iv) Communities living in Ar Ruwaished and other smaller villages close to Burqu' as well as some along the corridor will be consulted with and engaged in the planning and development of any ecotourism activities. Attention will be paid to increasing the awareness of the population about the potential fragility of the local environmental resources, and the project will continue through its lifespan to actively engage with the communities.

37. **Environmental Safeguard Policies.** Resulting from the nature of the proposed investments, the project has been confirmed as environmental category B and the Safeguard Policy on Environmental Assessment (OP 4.01) has been triggered. Despite the largely positive project environmental and social impacts anticipated, to ensure conformity with environmental safeguard policies, the client prepared an ESIA, including an ESMP, by contracting the services of an independent third-party consultant, according to terms of reference approved by the World Bank. The ESIA includes an assessment of potential impacts of the proposed project, the likely significance of such impacts and recommended mitigation measures. The other World Bank safeguard policies on Natural Habitats (OP 4.04) and Physical and Cultural Resources (OP 4.11) are also triggered for precautionary reasons as a result of project interventions. However, these policies will be taken into account within the scope of implementation of the ESMP. Chance-find procedures relevant to the country will be followed during implementation. The project does not

have separate costs associated with ESMP implementation as mitigation measures are either taken into account in the project design or costs (e.g. ecolodge) will be included as part of the overall contractors costs.

38. **ESMP.** The ESMP includes potential environmental and social impacts and recommends mitigation measures for all project components. The ESMP aims to:

- i. Ensure that the project complies with national legal requirements and environmental and social World Bank procedures;
- ii. Specify the criteria for environmental and social analysis of investments financed under the BELP;
- iii. Provide options to prevent, minimize or mitigate the risks and potential negative impacts during project preparation and implementation or increase the positive impacts of financed investments;
- iv. Provide an assessment of training needs and capacity building for various stakeholders in the project, including frequency and cost; and
- v. Describe the procedures and responsibilities for monitoring the impacts of the project, reporting to the World Bank and implementing the ESMP.

39. **Capacity for Safeguards Implementation, Monitoring and Reporting.** The project will be implemented over 4 years, with primary coordination under NCARE, and day-to-day implementation oversight by the PMU. NCARE has proven vast expertise and experience in rangeland management in terms of implementing Component 2, which will be complemented by the contracting of HFDJB, with its expertise in community engagement. Component 1 will be executed on a Single-Source basis by RSCN, applying its expertise in PA management and community-centered ecotourism development. NCARE has strong technical capacity and previous experience with implementing World Bank/GEF projects, and it is expected that the PMU will be able to ensure compliance with safeguard policies. Additional training and capacity strengthening will be undertaken as necessary by the project at both the PMU level (M&E Specialist on World Bank safeguard policies and on the requirements for monitoring and reporting), and by the stakeholders and community level (specifically in the areas of ecotourism development and rangeland management, chance-finds procedures, etc.). Implementation of the ESMP can be monitored by the PMU since all environmental and social actions are linked to project components and to their performance indicators. The M&E Specialist within the PMU will be responsible for monitoring overall progress and evaluating project performance, including the implementation of safeguard policies and compliance with the ESMP. The PMU will include a section on this as part of the progress reports to be submitted to the SC and the World Bank. RSCN, NCARE and HFDJB will provide inputs as necessary.

40. **Consultations and Disclosure.** Stakeholder consultations were carried out during the preparation of the ESIA. To protect the interests of potentially affected communities, the ESIA process included consultation and disclosure of information to key stakeholders involved in, and/or affected by, the project. As per the objectives of consultation and disclosure, various stakeholders and interested parties were consulted and informed of the proposed project. They were given the opportunity to express their views and opinions regarding the potential impacts that might affect their livelihoods. The summary conclusion from the consultations was that very

strong support was expressed by the communities to the project, and they saw largely positive social and environmental impacts from the project.

41. The ESIA was prepared in English; with the executive summary translated into Arabic; both versions were disclosed prior to appraisal at the World Bank's InfoShop, including on in-country and on the implementing agency's website (NCARE). The final documents were disclosed June 12, 2012 both in-country and at the Infoshop.

42. **Social Safeguard Policies.** Because land issues in Jordan are somewhat complex, and because some, albeit very small and limited, potential exists for social discontent to arise during project implementation, the World Bank Policy on Involuntary Resettlement, OP 4.12 has been triggered and a Process Framework has been prepared. The land areas to be affected by project activities are designated as state-owned land, but the state has allowed open access to these land areas and the Bedouin communities consider it their right to cross and utilize these lands. The activity which has the greatest potential to restrict common land use in these areas is the designation of some limited areas as "rangeland reserves", on which grazing access would be restricted for an initial 2 year period as the rangeland is restored. However, the project design has benefitted from broad based and early consultations with the target communities, and this should minimize the potential for disputes to arise and communities themselves will identify the areas to be set aside for restoration and will manage those areas. The fact that the state has indicated it will support improved community management of these areas by granting communities more authority over the use of those areas has also helped garner strong local support. It should also be noted that the rangeland restoration areas will constitute very small areas of the large southern Badia common rangeland areas. Furthermore, because rangeland restoration work will also provide employment opportunities for youth from the target communities, community support has been further assured. In the case of the water harvesting *hafirs*, very strong support was expressed by communities, not least because the *hafirs* will reduce the costs herders incur in having water transported out to the Badia grazing areas.

### *Monitoring & Evaluation*

43. The M&E Specialist with the support of the Project Manager will further develop and operate the M&E system, which will be included in the PIM. The system will facilitate the monitoring of implementation progress and allow effective evaluation of project success in achieving its PDO. In this respect, the M&E system will act as a management tool by enabling the PMU, the SC and the World Bank to assess project effectiveness during implementation and improve project performance in a targeted manner. Annex 1 presents the Results Framework and Monitoring, which details the PDO, choice of PDO Level and Intermediate Level Results Indicators and the methodology and frequency agreed to for data collection and consolidation.

44. **The PDO is to support sustainable livelihoods and enhance ecosystem services through participatory approaches in selected areas of the Jordan Badia.**

45. The selected Badia areas referred to are the Ar Ruwaished sub-district in the northern Badia and Al Jafr and Al Husseinieh sub-districts in the southern Badia. The achievement of the PDO will be measured through: (i) the amount (in US\$) of new ecotourism - related income to

communities along the Al Azraq/Shaumari-Burqu' corridor. This indicator will be used to evaluate progress on an annual basis with information coming from RSCN's "Beneficiaries Report" which shows income that goes directly to communities in each RSCN-managed site; the end-of project target of this indicator is expected to be USD 571,928; and (ii) hectares of rangelands managed by communities in a sustainable biodiversity-friendly manner in Al Jafr and Al-Husseinieh (target value: 3,000 ha). This indicator is a World Bank Core Indicator for Biodiversity, measuring new area outside PAs that are managed in a biodiversity-friendly manner. In line with the World Bank guidance, sustainability will be confirmed through the signing and disclosure of grazing agreements between the communities and HFDJB for each rangeland reserve, which explicitly articulate the land management practices that will be applied. Biodiversity-friendly management is defined as management which responds to Jordan's 2003 NBSAP's objectives of (i) monitoring the status and trends of rangeland resources, (ii) reducing degradation, (iii) improving quality and production of vegetation cover and (iv) respecting the carrying capacity of the ecosystem. The Biodiversity Unit in NCARE is expected to take the lead on measuring progress against this indicator.

46. The Intermediate Results Indicators for Component 1 (Community-Centered Ecotourism in the Northern Badia) are the following:

- i. An ETDP developed and approved by the SC: this indicator will be measured during year 1, at the end of which, the ETDP should be completed and submitted;
- ii. First ecotourism destination piloted: this indicator will be measured during year 2 since the destination itself should be identified by the ETDP; it is expected that the first destination will include excursions for Bedouin experiences, east of the Al Azraq and Shaumari reserves;
- iii. Ecolodge infrastructure established (expected in Year 3, operational in Year 4 ); and
- iv. Number of target stakeholders trained on ecotourism services: this indicator will be measured during years 2-4, with a target value of 115.

47. RSCN will be responsible to provide all the information necessary to evaluate Component 1 performance to the PMU.

48. The Intermediate Results Indicators for Component 2 (Adapted Rangeland Management and Alternative Livelihoods Support in the Southern Badia) are the following:

- i. Number of improved *hafirs* constructed: this indicator will be measured during years 2-4. *Hafirs* will be considered improved if they allow 6 months water retention period (as opposed to 2 months in conventional *hafirs*) with a final target of 2;
- ii. Increased vegetation cover in two rangeland reserves in Al Husseinieh and Al Jafr (one in each). This is a GEF Land Degradation Focal Area indicator which will be based on annual measurements of biomass productivity in terms of DM matter (kg/ha) during the grazing seasons. It will be reported on annually as part of overall project reporting with the end-of project target of 3,000 ha; and
- iii. Number of men and women benefitting from alternative livelihoods in Al Jafr and Al-Husseinieh (targets: Al Jafr: 280 men and 70 women; Al Husseinieh: 550 men and 100 women).

49. NCARE will be responsible to provide the necessary information to measured indicators i and ii while HFDJB will contribute information toward indicator iii.

50. The Intermediate Results Indicators for Component 3 (Project Management and M&E) are the following:

- i. Effective M&E system operational: it is expected that the M&E system will be in place before the project commences, and utilized by the PMU to produce reports starting in year 1. The ability of the PMU to accurately measure progress, analyze impediments to implementation and reflect both in timely reports will be looked at when measuring against this indicator; and
- ii. Progress reports are submitted in a timely manner: the formats of the quarterly progress reports will be agreed on and specified in the PIM.

The PMU under NCARE will have at hand the information necessary to measure progress under Component 3.

51. Reporting on Focal Area performance to GEF will be carried out using the Biodiversity Tracking Tool and the Land Degradation PMAT. The relevant Biodiversity Focal Area indicator (area of landscape where the project will directly and indirectly contribute to biodiversity conservation or sustainable use of its components) will be reported on at GEF CEO endorsement, mid-term and project completion while the Land Degradation Focal Area indicator (increased vegetation cover) will be reported on annually as per GEF requirement as mentioned above under Component 2. The tracking tools will also be updated in the frequency mentioned and forwarded to the World Bank for submission to the GEF. In addition, progress reports will be shared by the World Bank with the MENA-DELP Regional Knowledge Project for evaluation of overall program performance.

52. In addition to the above-mentioned indicators, M&E tasks to be carried out by the PMU will include:

- i. Assisting RSCN, NCARE and HFDJB in updating and executing baseline studies and scientific surveys;
- ii. Preparing progress reports (periodical, mid-term, completion and others required by the GEF Grant Agreement and requested by the SC) using an agreed reporting format;
- iii. Ensuring timely preparation of financial reports and audits by FM staff and external auditor, respectively, to be included in progress reports as required by the GEF Grant Agreement;
- iv. Monitoring and evaluating compliance with the ESMP and any other safeguard instruments;
- v. Evaluating rating of risks identified in the project ORAF, the effectiveness of identified risk mitigation measures, new risks and corresponding mitigation measures.

**Table 3: BELP Reports**

<b>Report</b>	<b>Input provided by</b>	<b>Consolidation of information by</b>	<b>Time of submission to World Bank</b>
Project Progress Reports	NCARE, RSCN and HFDJB	PMU	No later than 30 days after the end of a calendar semester
Interim Unaudited Financial Report	PMU	PMU	No later than 30 days after the end of a calendar semester
External Audit and financial statements	External Auditor	External Auditor	No later than six months after the end of a fiscal year

53. A qualified part-time M&E Specialist, with formal training and previous experience in project implementation and M&E, will be responsible for project M&E under the oversight of the Project Manager. The M&E Specialist should also have some technical background related to Natural Resource Management (NRM) which is expected to facilitate the measurement of PDO Level Indicator 2 alongside the Biodiversity Unit in NCARE. NCARE, RSCN and HFDJB have adequate capacity to provide the PMU with the necessary information on their respective activities. Should a need emerge, the M&E Specialist will be tasked to train PMU members, stakeholders and beneficiaries with the aim to enhance project M&E. Staff time, equipment and software necessary for M&E have been budgeted into Component 3 financing and co-financing.

## ANNEX 4: OPERATIONAL RISK ASSESSMENT FRAMEWORK (ORAF)

### Jordan: JO-Badia Ecosystem and Livelihoods (P127861)

#### Stage: Negotiations

#### 1. Project Stakeholder Risks

1.1 Stakeholder Risk	Rating	Moderate
<p>Description:</p> <p>Government support for the project in both geographic areas.</p> <p>Reluctance of targeted communities to participate in planned rangeland management and ecotourism activities.</p>	<p><b>Risk Management:</b></p> <p>At the Government's request, the project covers both the north and southern Badia. Government support for the project has been confirmed in the form of an endorsement letter for both the DELP program as well as for the project. The project is in line with the upcoming 2011-2014 CPS for Jordan.</p>	
	Resp: Bank	Stage: Preparation Due Date: May 2012 Status: Completed
	<p><b>Risk Management:</b></p> <p>The project will include strong community outreach and communication activities to build support for the activities (including awareness raising, sensitization and capacity building activities). The project will benefit directly from the extensive experience of RSCN (NGO) in linking ecotourism, conservation and income generation opportunities for local communities and from the HFDJB mandate, high level support and strong ties with Badia communities.</p>	
	Resp: Client	Stage: Implementation Due Date: Ongoing Status: Not Yet Due

#### 2. Operating Environment Risks

2.1 Country	Rating	High
<p>Description:</p> <p>Politics and Governance: In response to popular demand following the Arab spring, the Government (appointed in October 2011) has initiated a number of reforms with a view to enhancing the power of the Judiciary and the Parliament, strengthening civil liberties and enhancing Government accountability. Lack of consensus on political reforms may prolong the movement of protests and create uncertainty about Jordan's stability. Frequent changes of Government constitute a risk that may slowdown reforms.</p> <p>Society and Security: Following the Arab Spring, the Government has faced weekly public protests demanding stronger citizen voice, greater accountability, and improvements in living conditions. Given the social demand connected with rising international commodity prices and political pressure, Government will prioritize social expenditures over capital expenditures.</p> <p>Systemic Fraud and Corruption: Jordan, traditionally one of the strongest performers in the region, has enacted many laws in the area of transparency and accountability. The Anti-Corruption Commission Law enabled the creation of an Anti-Corruption Commission in 2007. Nonetheless, the effectiveness and enforcements of these legislative efforts has been weak also because of the limited capacity of implementing institutions.</p>	<p><b>Risk Management:</b></p> <p>Close monitoring of the country environment</p>	
	Resp: Bank	Stage: Preparation Due Date: Ongoing Status: In Progress
	<p><b>Risk Management:</b></p> <p>Close monitoring of the macroeconomic environment as part of the World Bank standard dialogue with the Jordanian authorities; support through a programmatic DPL series; early and regularly consultation with Government will ensure that the proposed activities have sufficient national importance to secure funding.</p>	
	Resp: Bank	Stage: Preparation Due Date: Ongoing Status: In Progress

<p>Economic management: Jordan has faced a series of exogenous shocks over the past several months: lower FDI and tourist revenues; higher grain and energy prices; explosion of gas pipelines that supply energy. In response, the Government has taken a series of policy action that has increased Government spending. In the context of recent political developments, Government increased social spending that further tightened the fiscal space. Jordan’s tight fiscal position in 2011 became therefore more difficult in 2011. As a result, the debt-to-GDP ratio rose above the 60 percent legislated debt ceiling. Jordan’s tight fiscal position and Government’s reaffirmed commitment to fiscal consolidation might constrain its ability to provide counterpart funding and to develop regional activities effectively. Government might not provide sovereign guarantees which are needed to attract private sector investment.</p> <p>Fiduciary Management: Jordan has made significant progress in reforming its public finances in recent years, including the introduction of a Treasury Single Account, initiation of the establishment of GFMIS, and initial steps for the implementation of results-oriented budgeting. The benefits of these reforms need yet to be fully realized, particularly with respect to budget credibility and fiscal discipline. The fiduciary risk is assessed as moderate</p>								
2.2 Sector and Multi-Sector	Rating	Low						
Description:	Risk Management:							
Clear definition of roles and responsibilities of key stakeholders.	The country has extensive experience in ecotourism and rangeland management with collaboration among key players including Government, NGOs and private sector. Furthermore, the project SC and the TWG will ensure coordination among them (MOPIC, MOA, MOTA, MOWI, etc.) and the PIM, which will clearly spell out responsibilities.							
	Resp:	Client	Stage:	Implementation	Due Date:	Ongoing	Status:	Not Yet Due
3. Implementing Agency (IA) Risks (including Fiduciary Risks)								
3.1 Capacity	Rating	High						
Description:	Risk Management:							
While the PMU has been assigned to NCARE that has strong technical capacity and previous experience with implementing World Bank/GEF projects, it has not yet been established.	Project will ensure that TORs will be provided to the ministry for appropriating staffing of the PMU. PIM will be prepared and the project will include relevant training for PMU.							
	Resp:	Bank	Stage:	Preparation	Due Date:	October 2012	Status:	Not yet due
Procurement risks: (i) Inherent conflict of interest of the design of implementation, (ii) Contract management of RSCN and HFDJB; (iii) Procurement capacity.	Risk Management:							
Limited FM capacity. Multiple executing entities with geographic disconnects might cause lack of effective FM coordination and communication between NCARE, RSCN and HFDJB that could result in delays in payments to beneficiaries and project’s financial reporting. If FM is assigned to MOPIC, additional delays are likely to occur.	(i) An appropriate composition and oversight of the SC will mitigate the implementation conflict of interest. (ii) NCARE will have to develop an adequate contract management tool and methodology to monitor efficiently the different contracts. The process will be described in the PIM, (iii) PMU will maintain a database of market prices to pro-actively advise on the third parties contracts, (iv) solid training will be provided to the PMU procurement and financial team, (v) World Bank to review contracts.							
	Resp:	Bank	Stage:	Preparation	Due Date:	January 2013	Status:	Not yet due
	Risk Management:							
	The TWG and SC will be instrumental in facilitating communication between stakeholders.							
	Resp:	Bank	Stage:	Implementation	Due Date:	Ongoing	Status:	Not yet due
3.2 Governance	Rating	Moderate						
Description:	Risk Management:							
Lack of effective coordination and decision making between the PMU and NCARE, RSCN and HFDJB.	Segregation of the three entities’ duties in line with their ongoing programs and expressed interest in project activities: RSCN will be contacted to execute activities in the north; NCARE - in the south alongside HFDJB. The PMU will be placed in NCARE while RSCN							

	and HFDJB will designate focal points to ensure close reporting communication with the PMU, facilitated through the TWG. Clear roles and responsibilities of RSCN, NCARE and HFDJB, including procurement methods, will be defined in the PIM as well as in the legal agreement to ensure appropriate usage and flow of funds.							
	Resp:	Client	Stage:	Preparation/implementation	Due Date:	Ongoing	Status:	In progress
Fraud and Corruption	Rating	Low						
Description:	Risk Management:							
Misuse of project funds.	Jordan is ranked 50 out of 178 at the Corruption Perception Index for the year 2010. There are no allegations of fraud or corruption, to the team’s knowledge, in the World Bank’s ongoing Projects.							
	Resp:	Bank	Stage:	Implementation	Due Date:	Ongoing	Status:	Not Yet Due
4. Project Risks								
4.1 Design	Rating	Moderate						
Description:	Risk Management:							
Unwillingness to engage/convert to non-herding IGAs due to cultural and social norms.	Close dialogue between the executing entities, especially HFDJB in the south and RSCN in the north, and communities, cthrough workshops, study tours, etc throughout project implementation							
Coverage of two geographic areas by the project risks stretching existing capacity.	Resp:	Client	Stage:	Implementation	Due Date:	Ongoing	Status:	Not Yet Due
	Risk Management:							
	Addition of HFDJB to support community mobilization, allowing NCARE and RSCN to effectively utilize their strong technical expertise.							
	Resp:	Client	Stage:	Implementation	Due Date:	Ongoing	Status:	Not Yet Due
4.2 Social and Environmental	Rating	Moderate						
Description:	Risk Management:							
Impact of rangeland management and ecotourism-related investments on the environment and communities are expected to be manageable.	Client has prepared an ESIA. Mitigation measures as outlined in the ESMP will be monitored by the project on a continuous basis. Status of implementation of the ESMP will be reported in periodic project progress reports.							
Potential restriction of access to rangelands during implementation of rangeland management activities.	Client has prepared a Process Framework and mitigation measures as outlined in the Process Framework will be implemented.							
	As part of the PMU, the Grant will finance a Project Manager among whose responsibilities will be the execution of all environmental and social safeguards functions, including the implementation of the ESMP and PF. In addition, the Grant will finance an M&E Specialist, whose responsibility will encompass implementing the M&E system for the project, including aspects pertaining to safeguards and the ESMP implementation.							
	Resp:	Client	Stage:	Implementation	Due Date:	Ongoing	Status:	Not Yet Due
4.3 Program and Donor	Rating	Low						
Description:	Risk Management:							
Continued delays in the launching of the BRP (BRP) – a key financial instrument for the northeast Badia.	Project activities are complementary to the BRP and do not rely on BRP financing/results for success							
	Resp:	Bank	Stage:	Implementation	Due Date:	Ongoing	Status:	Not Yet Due
4.4 Delivery Monitoring and Sustainability	Rating	High						
Description:	Risk Management:							

Once the project is closed, established rangeland reserves will not be properly managed/controlled by the communities, resulting in continued degradation of rangeland.		Signing of grazing agreements between communities and the HFDJB on long term management of the reserves accompanied by awareness raising and training of communities to be active actors in the management of the reserves in the long term			
		Resp: Client	Stage: Implementation	Due Date: January 2014	Status: Not Yet Due
<b>4.5 Other (Optional)</b>		Rating			
Description:		Risk Management:			
		Resp:	Stage:	Due Date:	Status:
<b>4.6 Other (Optional)</b>		Rating			
Description:		Risk Management:			
		Resp:	Stage:	Due Date:	Status:
<b>5. Project Team Proposed Rating Before Review</b>					
<b>Preparation Risk Rating: Low</b>			<b>Implementation Risk Rating: Moderate</b>		
Description:  The main risk during preparation is related to (i) delays in the hiring of PMU staff (Project Manager, M&E Specialist and Financial Officer) and secondment of a Procurement Officer by NCARE, risking delays in project effectiveness; and (ii) high expectations of targeted communities as a result of engagement with ESIA and PF consultants and other preparatory activities. Contact with communities will be facilitated by both HFDJB and RSCN to mitigate this risk to the extent possible.			Description:  Engagement with communities for buy-in of project interventions and for the sustainability of project results is crucial for the success of the project. The team is encouraged by the willingness of HFDJB, a reputable NGO in the Badia, to execute community mobilization.		
<b>6. IL Risk Team Rating</b>					
<b>Preparation Risk Rating:</b>			<b>Implementation Risk Rating:</b>		
Description:			Description:		
<b>7. Overall Risk</b>					
<b>Preparation Risk Rating: Low</b>			<b>Implementation Risk Rating: Moderate</b>		
Description:			Description:		
<b>Nondisclosable Information for Management Attention(Optional)</b>					
<b>Comments:</b>					

## ANNEX 5: IMPLEMENTATION SUPPORT PLAN

### HASHEMITE KINGDOM OF JORDAN: BELP

#### Strategy and Approach for Implementation Support

1. The strategy for implementation support (IS) has been developed based on the nature of the project and its risk profile. It aims at making implementation support to the client more flexible and efficient, and will focus on implementation of the risk mitigation measures defined in the ORAF (Annex 4).
2. **Implementation support missions** - Regular implementation support missions by the World Bank task team will be carried out semi-annually to monitor progress per the Intermediate Results Indicators (Annex 1), ensure compliance with any legal covenants and safeguard policies, ensure adequate procurement and FM of GEF resources, and provide necessary operational and technical assistance as necessary. Given expected effectiveness by January 2013, a mid-term review will be scheduled for January 2015. World Bank project task team members and consultants will strive to merge their participation in BELP missions with other tasks in the region to ensure efficient utilization of resources throughout project implementation.
3. **Procurement** - Implementation support will include: (a) providing training to the Project Manager and Procurement Officer of the PMU; (b) reviewing procurement documents and providing timely feedback to the PMU; (c) providing detailed guidance on World Bank Procurement Guidelines to the PMU; and (d) monitoring procurement progress against the detailed Procurement Plan.
4. **Financial Management** – Implementation support will include: (i) review of the project's FM system, including, but not limited to, accounting, reporting and internal controls and review; (ii) review of FM Reports and external audits; (iii) provision of training to the Project Manager and Financial Officer of the PMU; and (iv) other activities on a random sample basis. The World Bank team will also work with the PMU to assist in improving coordination with NCARE and MOPIC, RSCN and HFDJB.
5. **Environmental and social safeguards** - The World Bank task team will supervise the implementation of the agreed ESMP and Process Framework, and provide guidance to the PMU to address any issues.
6. **Other Issues** - Sector-level risks will be addressed through dialogue with the Government and PMU.
7. **Coordination with the MENA-DELP** - The project is one of five projects under the MENA-DELP. For this reason, the project task team will collaborate with the other task teams to maximize the synergies between the project and the overall program.

## Implementation Support Plan

8. The World Bank team members will be based at headquarters as well as the Jordan and Lebanon country offices to ensure timely, efficient and effective implementation support to the client. Experienced technical consultants (in the areas of environment, ecotourism and agronomy) may be asked to join the team during formal implementation support and field visits carried out semi-annually and for ongoing support. Detailed inputs from the World Bank team are outlined below:

- i. **Technical inputs.** Technical implementation support and supervision will be required to ensure technical contractual obligations are met for the ecotourism corridor design and implementation, design and construction of *hafirs* and establishment of rangeland reserves. The team, including technical consultants, will conduct site visits on a semi-annual basis throughout project implementation and review ToRs, bidding documents and key consultation deliverables (such as the ETDP and geo-hydrological surveys).
- ii. **Fiduciary requirements and inputs.** Training will be provided by the World Bank's Senior FM Specialist and Senior Procurement Specialist before the commencement of project implementation. The team will also help the PMU identify capacity building needs to strengthen its M&E capacity and provide further technical support as required to support the PMU during implementation. The Senior FM Specialist will be based in the Amman country office and the Senior Procurement Specialist will be based in the Beirut country office to provide timely support. Formal supervision of FM and procurement will be carried out semi-annually.
- iii. **Safeguards.** Inputs from an Environment Specialist and a Social Specialist will be required. RSCN has experience with World Bank safeguard requirements from previous and ongoing World Bank-funded projects it is involved in; NCARE also has some experience from previous World Bank/GEF project but its capacity will be strengthened; and HFDJB lacks familiarity with World Bank safeguard policies. The Senior Social Specialist and Environmental Specialist are both based at headquarters.
- iv. **Operations.** The TTL, based at headquarters, will provide day-to-day supervision of all operational aspects, as well as coordination with the client and among World Bank team members.

## ANNEX 6: INCREMENTAL COST ANALYSIS

### HASHEMITE KINGDOM OF JORDAN: BELP

#### *Presentation of “Business-as-Usual”*

1. The southern and northern Badia are the source of livelihood for about 350,000 people who largely depend on raising livestock for a living. Both the northern and southern Badia are regarded as some of the most impoverished areas in Jordan, with poverty prevalence averaging 45 percent in both the northern and southern Badia. The influx of refugees with their livestock in the aftermath of the Gulf Crisis of 1990-1991 resulted in damage to wildlife populations and habitats in the northern Badia, and, importantly for the communities - severe degradation to agro-biodiversity and forage resources for livestock. As a result, most of the ecosystem services have impoverished, impacting negatively on the environment and on livelihoods.

2. **In Ar Ruwaished sub district**, the northern poverty pocket targeted by the BELP, the shortage in income resources has led people to leave their homes in search of jobs. The main income sources in Ar Ruwaished are pastoral activities, Government and the armed forces with 50 percent of the households receiving national aid. Ar Ruwaished has in place only one operational charity organization which offers limited community services and basic assistance to the poorest. Two key programs are in place or planned in Ar Ruwaished sub-district in specific and the northern Badia in general, aiming to alleviate poverty and restore ecosystem services: (i) the EPP which is managed by MOPIC and implemented by the CCA, which supports Ar Ruwaished’s charity by funding small productive projects (such as a dairy farm), health education for women and basic community services; and (ii) the BRP, which has entered into agreements with MOWI and MOA to establish water catchment systems. In terms of tourism, the impressive ecotourism potential of the northern Badia is only partially realized with the Al Azraq and Shaumari reserves being the sole destinations. The already established reserves and lodge are expected to benefit from a USAID grant which will facilitate the development of a safari program for tourists; and the Ajloun Ecotourism and Ranger Training Academy, which will train local rangers and guides for the corridor, funded by the Ministry of Labor and USAID.

3. **Al Jafr and Al Husseinieh sub-districts**, the southern poverty pockets targeted by the BELP, have a poverty rate average of 47 percent, with herding communities experiencing considerable pressure due to recent years’ droughts resulting in low rangeland productivity (a maximum of two weeks twice a year). The sub-districts have a limited number of community service providers, some of which are poorly managed and lack resources. The southern poverty pockets currently have/will have the following programs aiming to enhance range resources and livelihoods: (i) AFESD is financing the second phase of the Benchmark Studies which look at techniques to enhance rangeland productivity; and a third phase is likely to follow. The studies are conducted by NCARE, and the findings will be incorporated into NCARE’s interventions in the south; (ii) a Government of Italy-funded FAO project on Coping with Water Scarcity is being implemented in Al Husseinieh, looking to strengthen national capacities to cope with water scarcity; (iii) MOA is investing in water harvesting in the middle and southern Badia; (iv) MOWI through the JVA is implementing macro catchment infrastructure in the Badia (with BRP funds); and (v) poverty alleviation interventions in the two poverty pockets in the framework of the EPP. The Jordan River Foundation is the entity selected by MOPIC to implement EPP-

funded interventions in the two southern poverty pockets. These include vocational training for women and youth, infrastructure and equipment for small businesses and for farmers, a sheep breeding project, a water reservoir for irrigation and a revolving loans fund.

4. Importantly, the concept of non-fenced community-based rangeland reserves has not been introduced in Al Jafr or Al Husseinieh; Al Husseinieh has in place two fenced rangeland reserve managed by MOA, and Al Jafr does not have any rangeland reserves.

#### *Global Environmental Benefits and Strategic Fit*

5. The BELP is responsive to the GEF Biodiversity and Land Degradation Strategies. It will contribute to Biodiversity Objective 2 “Mainstreaming biodiversity conservations and sustainable use into production landscapes” Outcome 2.1 “Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation”; and to Land Degradation Objective 1 “Maintain or improve flow of agro-ecosystem services sustaining the livelihoods of local communities” Outcome 1.3 “Sustained flow of services in agro-ecosystems”. The selected areas of intervention under the BELP meet the criteria set by MOE for consistency with the three global conventions which Jordan has ratified.<sup>18</sup>

#### *Incremental Reasoning and GEF’s Role*

6. Current investments in the three poverty pockets are a baseline which the BELP is expected to upscale in terms of benefits to poor communities from the natural and cultural resources of the Badia and in terms of the foreseen global environment benefits from biodiversity conservation and improved rangeland management. **Under Component 1**, the proposed ecotourism corridor will be a key instrument to, on one hand, upscale the benefits to communities from Jordan’s high tourism potential by expanding existing tourism centers further into the northeast Badia, where attractive landscapes, biodiversity and archeological sites are available; and, on the other hand, enhance biodiversity conservation through education programs to tourists and Jordanian youth (funded in parallel by RSCN) and flow of revenue to be used in part for the management of the proposed Burqu’ PA (area = 6,500 ha) by RSCN once officially designated. Al Azraq and Shaumari reserves (total area = 3,400 ha) are expected to benefit indirectly from the corridor as a result of an increase in the number of visitors and associated revenues. Beyond local development benefits, new and alternative job opportunities will reduce the pressure on the rangelands and decrease land degradation. A momentum for the restoration and preservation of the northern Badia’s environmental and cultural assets will be created through the project. **Under Component 2**, the BELP will support the development of a more sustainable natural resource base for local communities by improving the range and fodder production services of the Badia as well as water harvesting capacities: endemic drought-resistant plant species will be reintroduced across 3,000 hectares in rangeland reserves which will be sustainably used and managed by local communities and two rainwater harvesting *hafirs* will be established for animal watering and fodder. The rangeland reserves are expected to extend the grazing period and carrying capacity of the selected rangelands for the benefit of local herding communities and the *hafirs* are expected to have 50,000-100,000 m<sup>3</sup> capacity each.

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<sup>18</sup> The conventions are: UNFCCC, UNCBD, UNCCD. The criteria are: land degradation, deterioration of plant cover, social and economic importance.

### *Results Framework for the Project*

7. The project is one of five projects under the MENA-DELP, whose goal is **to contribute to the enhancement of livelihoods in desert ecosystems by harnessing their value in an environmentally and socially sustainable manner so that the flow of desert goods and services can be optimized.**

8. The MENA-DELP goal is reflected in the Jordan project through the following PDO: **To support sustainable livelihoods and enhance ecosystem services through participatory approaches in selected areas of the Jordan Badia.** The achievement of the PDO will be measured through:

- (i) Amount of new ecotourism- related income to communities along the Al Azraq/Shaumari-Burqu' corridor; and
- (ii) Hectares of rangelands managed by communities in a sustainable biodiversity-friendly manner in Al Jafr and Al-Husseinieh

9. For the complete project Results Framework, see Annex 1.

### *Incremental Cost Analysis*

10. Table 1 summarizes the incremental purpose of GEF financing and co-financing:

**Table 1: Incremental Cost Matrix for GEF Funding (US\$)**

Activity	Baseline	GEF Alternative	Global Benefits	Incremental Costs (US\$ million)
<b>Component 1: Community-Centered Ecotourism in the Northern Badia</b>				<b>Baseline funding (including co-financing): 0.85</b>
1.1: Establishment of an Al Azraq/Shaumari-Burqu' ecotourism corridor	<p>The Al Azraq and Shaumari reserves and the Al Azraq Lodge as starting points from which the ecotourism corridor will be developed.</p> <p>Fences and a reception center in the Shaumari Reserve, further enhancing the touristic experience. Shaumari will become a key attraction and a starting point for</p>	<p>Sustainable ecotourism experience expanded into the northeast Badia using Al Azraq and Shaumari reserves and attached facilities as a starting point of a 250 km ecotourism corridor. The corridor is a key instrument for enhancement of livelihoods and biodiversity conservation in the northern Badia.</p> <p>Training, development courses, public awareness and sensitization workshops with target stakeholders and beneficiaries with the aim</p>	<p>6,500 ha and 3,400 ha of landscape directly and indirectly (respectively) contributing to biodiversity conservation and sustainable use of resources</p> <p>Renewed momentum to preserve/restore natural and cultural assets of global importance</p> <p>Reduced pressure on the rangelands and decreased land degradation</p> <p>Awareness on globally important biodiversity and model biosphere reserve/ecosystems of the Badia (north in Burqu'):</p>	<b>GEF alternative: 2.32</b>
				<b>Increment: 1.47</b>

Activity	Baseline	GEF Alternative	Global Benefits	Incremental Costs (US\$ million)
	the planned ecotourism corridor	to increase and diversify communities' income.	<i>Marrab</i> , runoff- <i>Hammada</i> and <i>Harra</i> . Includes botanical diversity, aquatic habitat with migratory, threatened and endangered bird species. <i>Hammada</i> visited by globally threatened and rare mammals according to the World Conservation Union (IUCN)	
1.2: Community engagement	<p>Small productive projects, health education for women, a kindergarten and other basic community services</p> <p>Ponds and dams constructed for the use of local communities</p> <p>Micro water harvesting systems for the use of local communities</p> <p>Ajloun Ecotourism and Ranger Training Academy for guides and rangers</p>	<p>Ar Ruwaished and other nearby communities benefit from new income sources and revenues from the ecotourism corridor. Public awareness and sensitization workshops conducted with target stakeholders.</p> <p>Communities receive targeted training and development courses to facilitate their engagement and to benefit from project interventions. Increasing awareness of the local population on the fragility of the local environmental resources will be provided.</p>	<p>Sustained livelihoods of local communities.</p> <p>Increased knowledge and awareness of fragility of natural environment</p>	
<b>Component 2: Adapted Rangeland Management and Alternative Livelihoods Support in the Southern Badia</b>				<p><b>Baseline funding (including co-financing): 7.65</b></p> <p><b>GEF alternative: 9.08</b></p> <p><b>Increment: 1.43</b></p>
2.1: Water harvesting	<p>Strengthened capacities to cope with water scarcity in Al Husseinieh</p> <p>Some micro and macro catchment infrastructure in the southern sub-districts</p> <p>Communities are forced to travel</p>	<p>Availability of improved rainwater harvesting <i>hafirs</i> with capacity of 50,000-100,000 m<sup>3</sup> each to be used by local communities for animal watering and fodder production</p>	Increased water availability for livestock consumption	

Activity	Baseline	GEF Alternative	Global Benefits	Incremental Costs (US\$ million)
	long distances at high cost to provide water to their herds			
2.2: Adapted rangeland management	<p>Studies and piloting of enhanced rangeland productivity techniques</p> <p>Two rangeland reserves in Al Husseinieh which are not managed and do not serve communities</p>	Two rangeland reserves with increased vegetation cover across 3,000 hectares total, managed by local communities.	<p>Decreased land degradation through improved range and fodder production services of the Badia across 3000 ha</p> <p>Reintroduced endemic drought-resistant plant species across 3,000 hectares in rangeland reserves sustainably used and managed by local communities</p> <p>Extended grazing period and carrying capacity of the rangelands</p>	
2.3: Maintaining and enhancing livelihoods in pilot communities	Poverty alleviation interventions, including vocational training for women and youth, infrastructure and equipment for small businesses and for farmers, a sheep breeding project, a water reservoir for irrigation and a revolving loans fund	Capacity building and support for alternative livelihoods activities and associated training, technical assistance and small equipment.	<p>Enhanced livelihoods of target local communities with capacity to increase and diversify income</p> <p>Improved knowledge expected to contribute to conservation and sustainable use of natural resources.</p>	
<b>Component 3: Project Management and M&amp;E</b>				<b>Baseline funding (including co-financing): 2.85</b> <b>GEF alternative: 3.28</b> <b>Increment: 0.43</b>
<b>TOTAL BASELINE FUNDING: 11.35</b> <b>TOTAL GEF ALTERNATIVE FUNDING: 14.68</b> <b>TOTAL INCREMENT: 3.33</b>				

## ANNEX 7: DETAILED CALCULATION OF PROJECT BENEFICIARIES

### HASHEMITE KINGDOM OF JORDAN: BELP

Activity	Number of Direct Beneficiaries	Number of Indirect Beneficiaries	Total Number of Beneficiaries	Of which Women	Comments
<b>Component 1</b>					
1.1 Service providers	45	270	315	147	Including guides, rangers, cooks, camel herders, community liaisons, people maintaining and working at the wild camps, permanent camps and ecolodge, etc. 20% and 51% of direct and indirect beneficiaries, respectively, are women
1.1 Individuals receiving revenue from corridor	30	180	210	98	Through a mechanism to be agreed upon. 20% and 51% of direct and indirect beneficiaries, respectively, are women
1.2 Individuals benefitting from awareness raising and training for IGAs	70	140	210	85	20% and 51% of direct and indirect beneficiaries, respectively, are women
<b>SUBTOTAL</b>	<b>145</b>	<b>590</b>	<b>735</b>	<b>330</b>	
<b>Component 2</b>					
2.1 Number of individuals benefiting from the 2 hafirs	360	2160	2520	1285	Calculation based on number of livestock owners watering their animals through the hafirs. Total hafir storage capacity is reduced by 20,000 m3 allowing for other water uses (e.g. to irrigate a 5 ha area per site utilized for barley production). The remainder water, after losses (-50%), is considered adequate for about 72,000 sheep drinking 5 liters per day over a six month period. An average flock size of 200 heads is assumed, which would result in 360 livestock owners. Household size is assumed totalling 7 members.
2.2 Number of individuals receiving services provided by 2 rangeland reserves;	30	180	210	107	Calculation based on on number of livestock owners feeding their animals in the reserves. The two reserves area (3000 ha) would yield about 60 kg/ha of DM. About 6,000 sheep would be allowed two times (in spring and in autumn) for 20 days each time. Household size is assumed totalling 7 members.
2.2 Individuals engaged in the patrolling of the reserves	20	40	60	40	Individuals are expected to be youth, who will share their income with 2 additional family members. Direct beneficiaries are expected to be men only while 51% of indirect beneficiaries are expected to be women
2.3 Individuals benefitting from alternative livelihoods support (including training)	500	3000	3500	1785	Through 10 preidentified cooperatives with known number of members. 51% of total are women
2.3 - Individuals benefitting from small grants	528	3168	3696	1885	Through 11 additional cooperatives with an average membership of 48 individuals. 51% of total are women
<b>SUBTOTAL</b>	<b>1438</b>	<b>8548</b>	<b>9986</b>	<b>5103</b>	
<b>GRAND TOTAL</b>	<b>1583</b>	<b>9138</b>	<b>10721</b>	<b>5433</b>	

## ANNEX 8: DETAILED ECONOMIC AND FINANCIAL ANALYSIS

### HASHEMITE KINGDOM OF JORDAN: BERP

#### Component 1: Ecolodge

Burqu' Ecolodge			
<b>Ecolodge Capacity</b>			
12 rooms with double occupancy, with max. capacity of 25 - 30 visitor			
<b>Operational time during the year</b>			
the lodge will operate for 10 months per year and close in Aug. and Sept.			
<b>Ecolodge summary of services</b>			
- <b>Onsite Management</b>			
lodge manager and a duty manager for the night shifts			
- <b>Front desk</b>			
- <b>F&amp;B services</b>			
- <b>House keeping</b>			
- <b>Room service</b>			
- <b>Hiking, biking, guiding activities</b>			
<b>Required staff</b>			
the following table represents the required staff numbers, salaries to operate the ecolodge			
item	no. of staff	cost/unit	Total (USD)
Lodge manager	1	800	800
Front desk/Duty manager	3	500	1500
Kitchen staff	3	500	1500
House keeping staff	4	350	1400
	11		5200
<b>Revenues types</b>			
Accommodation			
F&B			
Guiding (Hiking, biking ... etc)			
"Wild Jordan" branded products sales			

Investment		Amount (USD)				
Ecolodge cost		400,000				
Total investment		400,000				
Fixed Costs		Total/Year (USD)				
Building deprecation	5%	20,000				
Staff cost		62,400				
Total fixed costs		82,400				
		unit cost/room/night				
Variable Costs		Year 1	Year 2	Year 3	Year 4	Year 5
Utilities (Electricity, water...)		4	4.4	4.84	5.3	5.9
Cleaning & Laundry		5	5.5	6.1	6.7	7.3
Maintenance		4	4.4	4.8	5.3	5.9
Disposables & Miscellaneous		4	4.4	4.84	5.3	5.9
Breakfast meal(double occupancy)		10	11	12.1	13.3	14.6
Total variable costs		27	29.7	32.7	35.9	39.5
(*) 10% annual increase on the cost over the 5 years						
<b>Occupancy Rates calculations</b>						
No. of double occupancy rooms		12				
No. operational days / year		300	(10 months per year)			
Total available rooms / nights		3,600				
Expected no. of "sold-out" rooms / year		720	1,080	1,260	1,440	1,800
Expected occupancy rate		20%	30%	35%	40%	50%
<b>Pricing</b>						
Room cost per day		85.0				
Inflation	5%	4.3				
Sales&Marketing Commission	2%	1.8				
Onsite Staff Commission	5%	4.5				
Profit Percentage	5%	4.8				
<b>Net Selling Price per room (USD)</b>		<b>100.3</b>				

<b>Suggested selling prices</b>						
<b>Customer Category</b>	<b>Discount %</b>	<b>Price</b>	<b>USD</b>			
<b>Tour Operators / Jordanians</b>	<b>20%</b>	<b>100.27</b>	<b>100</b>			
<b>Cooperates / Residents</b>	<b>10%</b>	<b>112.81</b>	<b>113</b>			
<b>Walk In</b>	<b>0</b>	<b>125.34</b>	<b>125</b>			
<i>Note: the price is per room per night and includes breakfast meal and excludes any governmental taxes or any transportation costs</i>						
Avg. room price/night (USD)	100	100	110	120	120	
F. cost/room (USD)	114.4	76.3	65.4	57.2	45.8	
V. cost/room (USD)	27.0	29.7	32.7	35.9	39.5	
Total cost (USD)	141.4	106.0	98.1	93.2	85.3	
<b>P &amp; L calculations</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
<b>Gross Profit/Loss</b>	(29,840)	(6,476)	15,036	38,651	62,445	
<b>F&amp;B Revenue (**)</b>	12,672	19,008	22,176	25,344	31,680	
<b>Other costs (***)</b>	10,000	11,000	12,100	13,310	14,641	
<b>Net Profit/Loss</b>	<b>(27,168)</b>	<b>1,532</b>	<b>25,112</b>	<b>50,685</b>	<b>79,484</b>	
<i>(**) Based on 11 JOD per meal with 40% net profit from each sold meal</i>						
<i>(***) Other costs includes % of the marketing, administration, HR &amp; accounting expenses(overheads)</i>						
<i>(***) The above table does not include the revenue from activities or any other revenues</i>						

## Component 1: Permanent Campsites

Eastern Desert Campsite			
<b>Capacity</b>			
10 tents with up to 4 pax per tent, with max. capacity of 30-40 visitor			
<b>Operational time during the year</b>			
the camp will operate 10 months per year			
<b>Campsite summary of services</b>			
- Onsite Management			
Campsite manager and a duty manager for the night shifts			
- F&B services			
- House keeping			
- Hiking, biking, guiding activities			
<b>Required staff</b>			
the following table represents the required staff numbers, salaries to operate the campsite			
<b>item</b>	<b>no. of staff</b>	<b>cost/unit</b>	<b>Total (USD)</b>
Campsite manager/Duty manager/reception	3	700	2100
Kitchen staff	2	500	1000
Service staff	3	350	1050
	8		4150
<b>Revenues types:</b>			
Accommodation			
F&B			
Guiding (Hiking, biking ... etc)			
"Wild Jordan" branded products sales			

Investment		Amount (USD)				
Camp cost		70,000				
Total investment		70,000				
Fixed Costs		Total/Year (USD)				
Deprecation	10%	7,000				
Staff cost		49,800				
Total fixed costs		56,800				
		unit cost/room/night				
Variable Costs		Year 1	Year 2	Year 3	Year 4	Year 5
Utilities (Electricity, water...)		2	2.2	2.42	2.7	2.9
Cleaning & Laundry		4	4.4	4.8	5.3	5.9
Maintenance		1	1.1	1.2	1.3	1.5
Disposables & Miscellaneous		2	2.2	2.42	2.7	2.9
Breakfast meal (2 persons)		7	7.7	8.47	9.3	10.2
Total variable costs		16	17.6	19.4	21.3	23.4
(*) 10% annual increase on the cost over the 5 years						

<b>Occupancy Rates calculations</b>						
No. of tents		10				
No. operational days / year		300	(10 months per year)			
Total available tents / nights		3,000				
Expected no. of "sold-out" tents/ year		750	900	1,200	1,440	1,650
Expected occupancy rate		25%	30%	40%	48%	55%
Avg. tent price/night (USD)		60	60	60	70	75
F. cost/tent (USD)		75.7	63.1	47.3	39.4	34.4
V. cost/tent (USD)		16.0	17.6	19.4	21.3	23.4
Total cost (USD)		91.7	80.7	66.7	60.7	57.8
<b>P &amp; L calculations</b>						
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Gross Profit/Loss</b>		(23,800)	(18,640)	(8,032)	13,334	28,298
<b>F&amp;B Revenue (**)</b>		13,200	15,840	21,120	25,344	29,040
<b>Other costs (***)</b>		5,000	5,500	6,050	6,655	7,321
<b>Net Profit/Loss</b>		<b>(15,600)</b>	<b>(8,300)</b>	<b>7,038</b>	<b>32,023</b>	<b>50,017</b>
(**) Based on 11 JOD per meal with 40% net profit from each sold meal						
(***) Other costs includes % of the marketing, administration, HR & accounting expenses(overheads)						
(***) The above table does not include the revenue from activities or any other revenues						

## Component 1: Wild campsites

Wild Camp			
<b>Campsite Capacity</b>			
10 tents with up to 4 pax per tent, with max. capacity of 30-40 visitor			
<b>Operational time during the year</b>			
the campsite will operate 10 months per year			
<b>Wild Campsite summary of services</b>			
- Onsite Management			
Campsite manager and a duty manager for the night shifts			
- F&B services			
- Hiking, biking, guiding activities			
<b>Required staff</b>			
the following table represents the required staff numbers, salaries to operate the campsite			
item	no. of staff	cost/unit	Total (USD)
Campsite manager	1	800	800
Kitchen staff	2	500	1000
Service staff	2	400	800
	5		2600
<b>Revenues types:</b>			
Accommodation			
F&B			
Guiding (Hiking, biking ... etc)			
"Wild Jordan" branded products sales			

Investment		Amount (USD)				
Camp cost		10,000				
Total investment		10,000				
Fixed Costs		Total/Year (USD)				
Deprecation	10%	1,000				
Staff cost		31,200				
Total fixed costs		32,200				
		unit cost/room/night				
Variable Costs		Year 1	Year 2	Year 3	Year 4	Year 5
Utilities (Electricity, water...)		1	1.1	1.21	1.3	1.5
Cleaning & Laundry		4	4.4	4.8	5.3	5.9
Maintenance		1	1.1	1.2	1.3	1.5
Disposables & Miscellaneous		2	2.2	2.42	2.7	2.9
Breakfast meal (2 persons)		7	7.7	8.47	9.3	10.2
Total variable costs		15	16.5	18.2	20.0	22.0
(*) 10% annual increase on the cost over the 5 years						

<b>Occupancy Rates calculations</b>						
No. of tents		10				
No. operational days / year		300	(10 months per year)			
Total available tents / nights		3,000				
Expected no. of "sold-out" tents/ year		750	1,050	1,200	1,440	1,650
Expected occupancy rate		25%	35%	40%	48%	55%
Avg. tent price/night (USD)		40	40	45	45	50
F. cost/tent (USD)		42.9	30.7	26.8	22.4	19.5
V. cost/tent (USD)		15.0	16.5	18.2	20.0	22.0
Total cost (USD)		57.9	47.2	45.0	42.3	41.5
<b>P &amp; L calculations</b>		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Gross Profit/Loss</b>		(13,450)	(7,525)	20	3,850	14,064
<b>F&amp;B Revenue (**)</b>		13,200	18,480	21,120	25,344	29,040
<b>Other costs (***)</b>		5,000	5,500	6,050	6,655	7,321
<b>Net Profit/Loss</b>		<b>(5,250)</b>	<b>5,455</b>	<b>15,090</b>	<b>22,539</b>	<b>35,783</b>
<i>(**) Based on 11 JOD per meal with 40% net profit from each sold meal</i>						
<i>(***) Other costs includes % of the marketing, administration, HR &amp; accounting expenses(overheads)</i>						
<i>(***) The above table does not include the revenue from activities or any other revenues</i>						

## Component 2: Southern Badia sheep flock Budget Model (200 heads)

	Units/numbers	Unit rate JOD	Total JOD	%
<b>Revenue</b>				
Productive ewes	180			
Lambing	150			
<i>of which:</i>				
Females	75			
Males	75			
<i>Sales</i>				
Males	75			
Females	36			
Total animals for sale	111			
<b>Live Animals Sale Revenue</b>		<b>250</b>	<b>27750</b>	<b>91</b>
milking ewes	150			
daily prod. Kg	0.5			
Days	90			
Total milk	6750			
<b>Milk revenue</b>		<b>0.4</b>	<b>2700</b>	<b>9</b>
<b>Total revenue</b>			<b>30450</b>	<b>100</b>
<b>Costs</b>				
<i>Feeding</i>				
Fed animals	350			
daily ration (barley kg)	1			
Days (flock @ 90% on feed only; and lambs for 210 days only)	273			
Total feed (tons)	96			
<b>Total feed cost</b>		<b>180</b>	<b>17199</b>	<b>60</b>
<i>Watering</i>				
requirement (5 lt per day)	449			
m3 (lambs for 210 days)				
<b>Total water cost</b>		<b>15</b>	<b>6728</b>	<b>23</b>
<b>Labor (1 laborer)</b>		<b>220</b>	<b>2640</b>	<b>9</b>
<i>Med &amp; Vet</i>				
monthly expenses per head	0.5			
<b>Flock expenses per year</b>		<b>6</b>	<b>2100</b>	<b>7</b>
<b>Total Costs</b>			<b>28667</b>	<b>100</b>
<b>Net return (without project)</b>			<b>1784</b>	<b>6</b>
<b>Savings through project</b>				
<i>Watering through hafirs</i>	50%		3364	
<i>Feeding (grazing in reserves contribution)</i>			1430	
<b>Total savings</b>			<b>4794</b>	
<b>Net return (with project)</b>			<b>6577</b>	<b>22</b>

## ANNEX 9: PROCUREMENT PLAN, DELIVERABLES AND PAYMENTS

### HASHEMITE KINGDOM OF JORDAN: BELP

**Table 1: NCARE/PMU Procurement Plan**

Comp #	Financing	Comp	Sub-Comp	Proc. System Ref. #	Location/ Description of Assignment	Estimated Cost (US\$)	Selection Method	Specs/ TOR prep. Start Date	CV- Proposal/ Bids Submission Date	Evaluation	Contract Start Date	Execution in months	Completion Date (original)
C32	GEF	PMU	PMU	C32A-0001	PMU TA: Project Manager; M&E, and Fiduciary staff (PM \$ 3000/month x 48 months; M&E -part-time- \$ 800/month x 48 months; Fiduciary - full time \$ 1000 /month x 48 months)	230,400	IC	10-Nov-12	8-Dec-12	22-Dec-12	2-Feb-13	48	1-Feb-17
C32	GEF	PMU	PMU	C32A-0002	Independent External Audit of the project (Jan 13 till Dec 13)	5,000	CF/LCS	11-Dec-13	8-Jan-14	22-Jan-14	5-Mar-14	1	4-Apr-14
C32	GEF	PMU	PMU	C32A-0003	Independent External Audit of the project (Jan 14- Dec 14)	5,000	CF/LCS	11-Dec-14	8-Jan-15	22-Jan-15	5-Mar-15	4	3-Jul-15
C32	GEF	PMU	PMU	C32A-0004	Independent External Audit of the project (Jan 15- Dec 15)	5,000	CF/LCS	12-Dec-15	9-Jan-16	23-Jan-16	5-Mar-16	1	4-Apr-16
C32	GEF	PMU	PMU	C32A-0005	Independent External Audit of the project (Jan 16- Aug 16 till Dec 16 grace	5,000	CF/LCS	3-Oct-16	8-Dec-16	12-Jan-17	5-Mar-17	4	3-Jul-17
C33	GEF	PMU	PMU	C32A-0006	Operating cost: Translation services, per diems, travel costs, internet, printing, SC expenses	138,000	<b>NOT PROCUREMENT</b>						

Table 2: NCARE Force Account Activities

Comp #	Financing	Comp	Sub-Comp	Proc. System Ref. #	Location/ Description of Assignment	Estimated Cost (US\$)	Selection Method	Specif TOR prep. Start Date	CV- Proposal/ Bids Submissi on Date	Evaluati on	Contract Start Date	Execution in months	Completi on Date (original)
C21	GEF	NCARE/ South	WHarvest	C21A-0001	[ 2 hafir sites: 50000m3 & 100000m3]. Works and goods (design, supervision, works contracts, translation, per diems, travel costs, internet, printing, publication, eqpmt, fuel, labor, field days, training & workshops expenses, etc).	441,300	CW	1-Mar-13	6-May-13	10-Jun-13	1-Aug-13	42	29-Jan-17
C22	GEF	NCARE/ South	Rangelnd	C22A-0001	[ 2 reserve sites: Rangers, Works and goods (design, supervision, works contracts, translation, per diems, travel costs, internet, printing, publication, eqpmt, fuel, labor, field days, training & workshops expenses, etc).	315,800	CW	30-Dec-12	6-Mar-13	10-Apr-13	1-Jun-13	48	31-May-17

Table 3: Direct Contract RSCN: Deliverables and Payments

Ref of deliverable	Sub-component	Deliverable (as per NCARE Contract)	GEF Amount (US\$)	Qty of sub-contracts (as per RSCN log)	Qty of payments (as per NCARE and RSCN respective Contracts)
1.1.R01	Ecotourism corridor	Baseline assessment of target communities	8,000	1	1
1.1.R02	Ecotourism corridor	Ecotourism management plan	15,000	1	1
1.1.R03	Ecotourism corridor	Environmental Impact Assessment of accommodation locations	30,000	1	1
1.1.R04	Ecotourism	<b>Eco-lodge:</b> Detailed designs for	584,000	1	13

Ref of deliverable	Sub-component	Deliverable (as per NCARE Contract)	GEF Amount (US\$)	Qty of sub- contracts (as per RSCN log)	Qty of payments (as per NCARE and RSCN respective Contracts)
	corridor	accommodation facilities with BOQs and construction contract documents <b>Eco-lodge:</b> i- Site preparation ii- Skeleton work iii- Electro-mechanical works iv- Finishing and furnishing v- Landscaping works <b>Large campsite:</b> i- Site preparation ii- Bathrooms, showers and kitchen iii- Tents and related equipment <b>Two Wild Campsites equipment</b> <b>Main trail routes</b> i- Surface leveling ii- Marking posts <b>Two Ranger posts</b>			
1.1.R05	Ecotourism corridor	<b>[RSCN] Rangers equipment</b>	18,000	1	1
1.1.R06	Ecotourism corridor	<b>[RSCN] Guides equipment</b>	18,000	1	1
1.1.R07	Ecotourism corridor	<b>Radio communication system with equipment</b>	30,000	1	1
1.1.R08	Ecotourism corridor	<b>Marketing and interpretation:</b> i- Plan and design ii- Production	40,000	2	2
1.2.R01	Comty	Community training needs assessment	4,000	2	2

<b>Ref of deliverable</b>	<b>Sub-component</b>	<b>Deliverable (as per NCARE Contract)</b>	<b>GEF Amount (US\$)</b>	<b>Qty of sub-contracts (as per RSCN log)</b>	<b>Qty of payments (as per NCARE and RSCN respective Contracts)</b>
	engagement				
1.2.R02	Comty engagement	Training (3 modules)	15,000	1	1
1.2.R03	Comty engagement	Training (3 modules)	15,000	1	1
1.2.R04	Comty engagement	[RSCN]: IGA/ Skills and craft assessment and list of products	2,000	1	1
1.2.R05	Comty engagement	[RSCN]: IGA/ 1 <sup>st</sup> Set Equipment	20,000	1	1
1.2.R06	Comty engagement	[RSCN]: IGA/ 2 <sup>nd</sup> Set Equipment	15,000	1	1
1.2.R07	Comty engagement	[RSCN]: IGA/ Marketing plan and production of marketing materials	10,000	1	1
1.2.R08	Comty engagement	[RSCN]: IGA/ Production of supplies for tourists facilities	5,000	1	1
1.3.R01	Contract mngmt	RSCN project team: (i) Project Manager (48 mths) (ii) Community development officer (48 mths)	230,000	2	Time-based
1.3.R02	Contract mngmt	Project 4 Local community rangers/ 2 tour guides (33 mths)	103,000	6	Time-based
1.3.R03	Contract mngmt	Project 4 Local community tour guides (22 mths)	53,000	4	Time-based
1.3.R04	Contract mngmt	Operating cost	110,000	NA	Time-based (US\$2,300/mth) (8.3%)
<b>TOTAL</b>			<b>1,325,000</b>	<b>18</b>	<b>30</b>

<b>Ref of deliverable</b>	<b>Sub-component</b>	<b>Deliverable (as per NCARE Contract)</b>	<b>GEF Amount (US\$)</b>	<b>Qty of sub-contracts (as per RSCN log)</b>	<b>Qty of payments (as per NCARE and RSCN respective Contracts)</b>
				<b>(and 12 Time-based contracts)</b>	<b>(exclusive Time-based paymtns)</b>

**Table 4: Single Source HFDJB Contract: Deliverables and Payments**

<b>Ref of deliverable</b>	<b>Sub-component</b>	<b>Deliverable (as per NCARE Contract)</b>	<b>GEF Amount (US\$)</b>	<b>Qty of payments (as per NCARE Contract and HJJDB sub-contracts)</b>
2.3.H01	Livelihood	Socio-Economic Studies/ Surveys, RRAs, Focus groups, Consultations	53,000	4
2.3.H02	Livelihood	Management and Supervision	53,000	5
2.3.H03	Livelihood	Community consultation for subComponent 2.1, 2.2, 2.3/ Awareness campaigns, dispute resolution	106,000	4
2.3.H04	Livelihood	Alternative Livelihood/ Training courses, micro-business projects	318,000	6
<b>TOTAL</b>			<b>530,000</b>	<b>19</b>

# ANNEX 10: PROJECT MAP

## HASHEMITE KINGDOM OF JORDAN: BELP

