



## **Twinning Fiche**

**Project title:** Supporting the Royal Department for Environment Protection and Tourism in enforcing environmental and tourism laws effectively in Jordan

**Beneficiary administration:** the Royal Department for Environment Protection and Tourism, Public Security Directorate, The Hashemite Kingdom of Jordan

**Twinning Reference:** JO 20 ENI EN 01 21

**Publication notice reference:** EuropeAid/ 172486/ID/ACT/JO

**EU funded project**

***TWINNING TOOL***

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## List of Abbreviations

| Acronym | Meaning  |
|---------|--|
| EU      | European Union   |
| ENI     | European Neighbourhood Instrument  |
| ENP AP  | European Neighbourhood Policy Action Plan                                  |
| SDGs    | Sustainable Development Goals  |
| RDEPT   | Royal Department for Environmental Protection and Tourism                  |
| PSD     | Public Security Directorate  |
| MOE     | Ministry of Environment  |
| MOTA    | Ministry of Tourism and Antiquities  |
| RDEP    | Royal Department for Environment Protection                                |
| RDEP    | Royal Department for Environmental Protection                              |
| TP      | Tourism Police   |
| MOU     | Memorandum of Understanding  |
| TORs    | Term of References   |
| CITES   | Convention on International Trade of Endangered Species of Fauna and Flora |
| MEAs    | Multi-lateral Environmental Agreements                                     |
| SSC     | Supreme Steering Committee   |
| GIZ     | Deutsche Gesellschaft für Internationale Zusammenarbeit                    |
| PSC     | Project Steering Committee   |
| AA      | Association Agreement  |
| BC      | Beneficiary Country  |
| PL      | Project Leader   |
| MS(s)   | EU Member State(s)   |
| RTA     | Resident Twinning Adviser  |
| CL      | Component Leaders  |
| STE     | Short Term Experts   |
| TOT     | Training of Trainers   |
| TNA     | Training Need Assessment   |
| SOPs    | Standard of Operations   |
| M&E     | Monitoring and Evaluation  |
| UNESCO  | United Nations Educationnel, Scientific and Cultural Organisation          |
| GAM     | Greater Amman Municipality   |
| MOA     | Ministry of Agriculture  |
| MOMA    | Ministry of Municipal Affairs  |
| ASEZA   | Aqaba Special Economic Zone Authority                                      |
| PAF     | Princess Alia Foundation   |
| RSCN    | Royal Society for the Conservation of Nature                               |
| US EPA  | United State Environmental Protection Agency                               |
| UNDP    | United Nation for Environmental Programs                                   |
| JICA    | Japan International Cooperation Agency                                     |
| KOICA   | Korea International Cooperation Agency                                     |
| USFS    | United State Forest Service  |

## 1. Basic Information

- 1.1 Programme: Measures Supporting the Implementation of the Partnership Priorities in Jordan" funded by ENI - European Neighbourhood Instrument (NEAR). Decision: No. 2017/040-561 (Reference: ENI/2020/ 042-608)

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement<sup>1</sup> on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014<sup>2</sup> and Annex IV of the ACP-EU Partnership Agreement<sup>3</sup>, are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom<sup>4</sup>. Those persons and goods are therefore eligible under this call.

- 1.2 Twinning Sector: Environment
- 1.3 EU funded budget: EUR 1,000,000
- 1.4 Sustainable Development Goals (SDGs)

This twinning program will contribute to address the following Sustainable Development Goals

1. **SDG6 “Clean Water and Sanitation”**: Ensure availability and sustainable management of water and sanitation for all
2. **SDG13 “Climate Action”**: Take urgent action to combat climate change and its impacts
3. **SDG14 “Life Below Water”**: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
4. **SDG15 “Life on Land”**: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
5. **SDG16: “Peace, Justice and Strong Institutions”**: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
6. **SDG17 “Partnership for the Goal”**: Strengthen the means of implementation and revitalize the global partnership for sustainable development

## 2. Objectives

- 2.1 Overall Objective(s):

Strengthen the law enforcement capacities of the Royal Department for Environmental Protection and Tourism (RDEPT) at the regional level.

<sup>1</sup> Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

<sup>2</sup> Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

<sup>3</sup> Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014).

<sup>4</sup> Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

## 2.2 Specific objective:

This twinning fiche will aim for two main specific objectives and as follows:

### **1. Strengthen RDEPT's institutional framework and capacities in environmental and tourism policing, in line with EU Best practices**

This objective will work toward reviewing, developing and adopting a strategic plan. The strategy should be built on best practices in the EU, and to provide clear directions toward environmental and tourism policing tools and techniques. New specialized units should be developed with clear Term of References (TORs) to cope with the national requirements and the needs of partner organizations. In addition, gender strategy, proactive/ preventive plan for environmental and tourism policing, Strategic Environmental Assessment (SEA), Social and Environmental Impact Assessment (SEIA), reporting and documentation, Standard of Operations (SOPs) and Monitoring and Evaluation (M&E) strategies shall be linked to the new strategy. A policy is also required to set out the environmental and tourism policing principle guidelines and it shall provide a standardized format/ track for the Memorandum of Understanding (MOU) signed or to be signed with various stakeholders. It is also important to provide best practices in green criteria for the RDEPT facilities to ensure having a green and sustainable department that implement daily activities for water, energy waste, transportation...etc. The RDEPT training unit and the associated curriculums should be enhanced building on RDEPT member's development path. In addition, members of RDEPT will be trained to lead future training efforts at national and regional levels, as well as performing exchange visits to view case studies on the policing efforts to conserve environment and tourism.

### **2. Build awareness on environmental aspects in Jordan, including environment protection and prevention of damage to the cultural and historical heritage**

In order for the RDEPT to work effectively and deliver the required environmental and tourism policing, it is important to view, discuss and develop the outreach and public relation strategy building on case studies and best practices from the EU. This will help the RDEPT to be situated well at national level to support partner organizations and to establish a model at regional level, which will led similar efforts in environmental and tourism policing.

## 2.3 The elements targeted in strategic documents

The Twinning project will be in line with the EU-Jordan Association Agreement (AA), which was signed in 2002, especially it will help to upgrade the institutional capacities of the RDEPT. In addition, it is in accordance with the EU-Jordan Partnership Priorities (PPs), agreed on 19 December 2016 for the period 2016-2018, and extended on 12 December 2018 until 31 December 2020, and for which work for a further extension is under way. Among the priority areas for cooperation pursued under the PPs is the promotion of economic stability, sustainable and knowledge-based growth, quality education and job creation. In this context, the EU and Jordan committed, in particular, to continuing to foster innovative research and knowledge-based solutions and cooperation on renewable energy, energy efficiency and sustainable natural resource management, including water and waste management and the results of the Paris agreement on Climate Change.

The fiche will be implemented under the European Union (EU) programme “Measures Supporting the Implementation of the Partnership Priorities in Jordan” financed by the ENI - European Neighbourhood Instrument (NEAR), which is considered as a key EU financial instrument for bilateral cooperation in Jordan. Bilateral aid follows multiannual programming through the Single Support Framework, which defines the areas of focus for EU assistance, in line with the PPs.

At a national level, this fiche will aid to achieve the environmental strategic directions set in Jordan’s vision 2025. These directions are represented by the

1. Maintaining ecosystems
2. Mitigating the negative effects of environmental changes on humans
3. Raising public awareness in the field of environmental protection
4. Improving institutional efficiency of enterprises operating in the environmental sector, and
5. Private sector participation.

In addition, it will follow the strategic objectives of the Public Security Directorate (PSD) of Jordan set in its strategic plan (2017-2019) especially articles related to enhancing the sense of security and safety of the citizen and resident on the land of the Hashemite Kingdom of Jordan, develop the security outreach to spread the awareness and knowledge and apply the principles and standards of operations, human resources and logistics, in order to achieve excellence in achieving recipient satisfaction.

This fiche will support RDEPT in complying with the Ministry of Environment (MOE) strategy 2020-2022, and specifically 1) protect and sustainably use ecosystem services, 2) address climate change, 3) disseminate environmental culture and promote sound environmental behaviour, and 4) develop institutional performance and promote a culture of excellence, innovation and gender mainstreaming. Also, it will support the implementation of the Ministry of Tourism and Antiquities (MOTA) plan and specifically pillar four which is working for improving the enabling environment.

Moreover, the fiche will aid to achieve the sectorial objectives for the government economic reform (2016-2018), that aims to protect ecosystems of Jordan, increase awareness and knowledge toward natural heritage, decrease the effects of pollution on human and enhance institutional capacities.

### **3. Description**

#### **3.1 Background and justification:**

##### **Background**

The Royal Department for Environment Protection and Tourism (RDEPT) was formed after merging two main department of the Public Security Department (PSD) in March 2020, which are the Royal Department for Environment Protection (RDEP) and the Tourism Police (TP). The RDEP was originally established in June 2006, after direct instructions by His Majesty King Abdullah II Ibn Al-Hussein. Since its establishment, the RDEPT has adopted a clear strategic approach to combat environmental violations, achieve environmental protection, and preserve the Jordanian environment in a sustainable manner. For that, the RDEPT keeps an up-to-date implementation of the best international practices, and a follow-up mechanism to the evolution of the various violations toward the environmental components. The department was mainly

established to be the enforcement arm of the Ministry of Environment and aid the existing efforts that aims to protect ecosystems, soil, air and water elements.

In April, 2008, the RDEP has signed a Memorandum of Understanding (MOU) with the MOE aiming to identify roles and responsibilities of each parties toward the environmental protection of Jordan. This MOU was established based on the necessity to ensure healthy environment free of pollution and to stop the violations on the environmental components especially water, air, soil and biodiversity. The responsibilities of the MOE set in the signed MOU include the development of the Term of References (TORs) for the RDEP and the mechanism for controlling and investigating environmental violations. In addition, to secure the necessary financial and technical resources for the RDEP to enable them to implement their work effectively at various levels including industrial, agricultural, forestry, pastures, natural areas, and the marine environment. The MOE is also responsible to perform joint patrolling activities with RDEP and to engage them effectively in the ministry workshops, capacity building programs as well as strategic planning.

On the other hand, the RDEP are responsible to provide the necessary protection for the employees of the MOE while carrying out their work. Moreover, they have to ensure continuous foot and vehicle presence for the purpose of protecting natural reserves, forest areas, rangelands and coastal areas, and control any violations related to grazing, logging, hunting, encroachment on reserves and biodiversity, water depletion, waste dumping and vehicle exhausts. RDEP are also requested to be available at borders and transit areas to prevent the entry of any material that will affect Jordan's environment, and to ensure applying the regulations of the Convention on International Trade of Endangered Species of Fauna and Flora (CITES). For that to be accomplished, they are committed according to the MOU to appoint qualified staff members.

General obligations have been documented between the MOE and RDEP including the joint efforts which should be performed to develop a yearly training plan, awareness raising programs, exchange of information.

Based on this MOU, the MOE has developed the TOR for the RDEP, which includes general obligations such as the formal working hours and locations, follow-up procedures with the MOE decisions, maintaining continuous coordination with the Inspection Directorate at the MOE, accompanying inspection personnel during field trips, and providing them with reports of environmental violations, closure controls and any other observations. RDEP should issue environmental violations and following up on them, as well as they have to transfer violators to security centers or courts according to the violation nature. The TOR includes as well code of conduct in dealing with local communities such as implementing the policing protocol in identifying his/ herself and the purpose of his/ her visit. The RDEP member should clearly define the violation type and its consequences to the person of concern. Any visit should be accomplished after receiving the MOE directives, and the RDEP should use the list published by the MOE such as list of endangered species, chemicals and hazardous wastes as a reference documents. Details on the transportation means which will be used by RDEP as well as the tools, equipment's and documents have been provided. This MOU is still active in the time of writing this fiche. Based on this MOU, bylaw number 37 for the year 2008 has been issued including specific rules for the RDEP such as the control of environmental crimes contained in the environmental law, following up on the implementation of the Ministry's decisions related to environmental crimes, accompanying the Ministry's employees while carrying out their duties, protecting forests, terrestrial and marine biodiversity, reducing pollution, protecting water resources and natural reserves, exchanging information and contributing to the

implementation of environmental emergency plans and participating in the emergency rooms formed in the ministry of environment. Roles of the ministry of environment have been provided as well where it should provide RDEP with the necessary training and capacity building programs, secure financial resources, and provide electronic connections which will support the RDEP in performing their work in the different duty stations distributed in Jordan

The strategic plan of RDEP was published for the years 2018-2020, with a vision of being “a leading, distinguished security administration in protecting and sustaining the environment of Jordan”. In order to achieve this vision, the RDEP set their mission to “achieve environmental protection by strengthening law enforcement, implementing national environmental strategies and plans and disseminating environmental knowledge and awareness, following a participatory approach, which is based on building a supportive institutional framework that meets the aspirations of those involved in order to preserve the environment for future generations”. Therefore, four strategic objectives have been adopted to be implemented over the period of 2018-2020 including:

1. Enhancing environmental protection and the conservation of Jordan’s ecosystems
2. Increasing environmental knowledge and awareness
3. Develop the institutional performance and framework
4. Enhancing cooperation and coordination with partners and relevant stakeholders

On the other hand, the idea to establish the Tourism Police (TP) was initiated since 1958 by assigning a number of police staff, (formerly known as the religious police) to provide security to tourists and pilgrims. In 1967, the tourism police unit was established in tourism authority in Amman, and it has been renamed tourism police section affiliated with operations department. This section was held responsible to provide and maintain tourism security under the control of operations department in 1988, and it was affiliated to special branch office in 1990. Due to the increase tourism and the necessity to protect cultural and historical sites, the tourism police department was established in 1994 to maintain tourism security and to provide services to tourist and visitors by:

1. Provide protection for tourist groups through the security check from the moment of entry to departure.
2. Protect the tourist and archaeological sites and provide security for the tourist groups
3. Receiving the tourist’s complaints at the archaeological sites and during their resident at hotels and tourist camps, in addition to receive their complaint through email or the ministry of tourism and submit it to the competent authorities.
4. Contribute to develop and improve the national tourism product through participation in security committee activities, and joint control unit to fulfill the recommendations of these committees to enhance the tourism sector and provide services to tourists.

The responsibilities of the TP are wide and include maintaining the security and safety of tourist groups during the tourism process. In addition, they have to implement periodic activities at historical sites and hotels, as well as to monitor the tourism events performance and its compliance with legislations, in addition to adjust breaches and take necessary actions. The TP also mandated to receive tourist's complaints and notes and solve them in coordination with competent authorities in accordance to legislations and to provide necessary facilities for official’s delegation during their visit to archaeological sites. Coordinate with ministry of tourism and antiquates and private

tourism sector through the liaison office in respect of joint business related to tourism process and issue orders and instructions related to tourist and tourism sites security in coordination with public security directorate is part of the duties performed by the TP. Moreover, they have to prepare reports and statistics related to tourism activities and submit them to competent authorities, and to coordinate with regional security leadership and patrols department to guard the tourist groups.

### **Justification**

The environment and tourism departments were merged in 9<sup>th</sup> of March 2020, after direct order from His Excellency the Director of PSD to formulate the Royal Department for Environmental Protection and Tourism (RDEPT). Based on this merge, a new institutional framework and governance structure is required to achieve the merge goals of protecting the natural and cultural heritage of Jordan. In addition, the new merge will require establishing more synergies with the technical relationship that was established between the departments and several institutions especially the direct relation which was originally established by law between the RDEP and the MOE and the technical relationship between the TP and the MOTA.

Moreover, it is known that MOE is considered the competent national reference regarding environmental issues, where all institutions must follow and implement the environmental law instructions. In addition, it is considered the point of contact with the international community through the Multi-lateral Environmental Agreements (MEAs). This is also applied to the MOTA mandate over cultural and historical heritage of Jordan. Therefore, the new RDEPT will require an improved institutional framework to implement its role as part of the PSD represented by implementing laws, regulations and legitimate official orders and helps public authorities to perform their duties and prevent crimes. Their work to discover, track, and arrest violators and bring them to justice in accordance with the provisions of the law is a fundamental rule they play. Lastly, this fiche is important to cope with the continued expansion by the RDEPT in terms of the geographical area it covers and the mandate it is responsible for.

### **Current Legal Setup**

The RDEP is working under the Environmental Protection Management bylaw No. 37 for the year 2018, which was issued in accordance with article 30 of the Environmental Law No. 6 for the year 2017. This bylaw has clearly set the general framework of the RDEP work where a Supreme Steering Committee (SSC) has been established and composed of representatives from eight entities which are the Ministry of Environment, Ministry of Water and Irrigation,, Ministry of Agriculture, Ministry of Municipal Affairs, Public Security Department, RDEP, Royal Society for the Conservation of Nature and the Inspection and Environmental Control Department at the MOE. However, the TP is working based on a MOU with the MOTA, where a SSC has been proposed for establishment. The role of the Supreme Steering Committee is represented by approving general policies, environmental and tourism strategies, MOUs, annual work plans and the annual financial allocations from the MOE. In addition, the responsibilities assigned to the RDEP and TP were identified. The new merge between the two departments of the PSD require a complete revision of the existing bylaw and to upgrade to cope with the new mission, objectives and to resolve the issue of duplicated responsibilities between the existing SSC.

## **3.2 Ongoing reforms:**

The RDEPT is part of the PSD and thus it receives technical and financial support from the general budget on an annual basis. However, it has introduced a number of actions to enhance their technical and financial capacities:

1. Memorandum of Understanding with the Ministry of Environment: since RDEPT is the enforcement arm of the MOE, then a yearly budget is allocated to cover the expenses incurred due to the efforts performed to support the ministry to implement their work.
2. The Supreme Steering Committees which were formed with the MOE following the Environmental Protection Bylaw Number 37 for the year 2018 and the MOTA. The committees aimed to set the tasks and responsibilities of RDEPT and the role of the ministries in supporting RDPET and ensure their work effectively.
3. Memorandum of Understanding with the MOE and the MOTA: the MOUs aimed to set coordination mechanism between the entities to apply coordinate efforts, law enforcement, and control violations.
4. Other MOUs: the RDEPT signed several MOUs with other governmental entities as well as Non-governmental entities including the Royal Society for the Conservation of Nature (RSCN) (October, 2007), Al Mawa for Nature and Conservation of the Princess Alia Foundation (PAF) (June, 2012), Jordan Food and Drug Administration (July, 2014), ArabEnv – Environmental Solutions and Sustainability (May, 2015), MOWI (June, 2017), the Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ- (July, 2018), Jordan Inbound Tour Operators Association (October, 2019), Ministry of Youth (November, 2019). All signed MOUs aimed to strengthen enforcement over the environmental different components, strengthen awareness, build capacities and exchange of knowledge. In addition, other MOUs are being developed with the University of Jordan, Royal Botanic Garden and the Ministry of Tourism and Antiquities, Ministry of Agriculture (MOA), Ministry of Municipal Affairs (MOMA), Greater Amman Municipality (GAM) and Aqaba Special Economic Zone Authority (ASEZA).
5. Strategic Plan 2018-2020: the RDEPT has developed its strategic plan which aimed for four strategic objectives have been adopted to be implemented over the period of 2018-2020 including i) enhancing environmental protection and the conservation of Jordan's ecosystems, ii) increasing environmental knowledge and awareness, iii) develop the institutional performance and framework and iv) enhancing cooperation and coordination with partners and relevant stakeholders.

### **3.3 Linked activities:**

Since its establishment in 2006 until 2019, the RDEPT has received technical and financial assistance from the Ministry of Environment (as outlined below). Despite this, there is need for more financial allocations, focused activities and expertise tailored to RDEPT requirements that could be directed to the development and strengthen of the department mandate.

#### **1) Ministry of Environment Financial Assistance:**

Over the period of 2006 and 2019, RDEPT has been receiving annual financial assistance that reach an amount of 15,980,000.00JOD. This amount was used for various purposes including:

- A. Purchasing the RDEPT building, which is located in Abdoun, Amman, and equip it with the necessary furniture, equipment's including computers and supplies.
- B. Establish a joint building in Zarqa governorate to be used as a branch for both the Environment Directorate and the RDEPT
- C. Purchase of Ajloun branch building, and secure buildings in the Dead Sea, Madaba, Aqaba, Tafila (Dana), and in the Badia
- D. Pay all maintenance cost required at all buildings of the RDEPT
- E. Pay the fuel cost to cover the expenses of the RDEPT field missions.

## 2) Ministry of Environment Technical and Capacity Building Assistance:

- A. Purchase the necessary equipment to monitor environmental elements such as vehicle exhaust meters, noise level meters, global tracking devices, and two drones.
- B. Engage RDEPT members in exchange visits to various countries including the USA, Japan, Sweden, Greece, Egypt, Austria, Korea, Tunisia, Spain, Turkey, Montenegro, Lebanon, Palestine and Morocco.

## 3) Projects that has Supported RDEPT:

The RDEPT did not receive any direct funding from donor organizations as it has no authorizations to communicate with international organization, except through the MOE as per the signed MOU. In addition, all projects that the RDEPT has participated in included partnership and/ or technical assistant in the form of capacity building and exchange visits. The following illustrates these partnership

- A. Engage 12 members from the RDEPT and the inspection department at the MOE in a comprehensive training program with the United State Environmental Protection Agency (US EPA) over the period 2009-2011. This program was dedicated for the inspection and investigations of the environmental issues.
- B. Sign an MOU with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) project “Protection of the Environment and Biodiversity in Jordan I & II” that was implemented by the Ministry of Environment and funded by the Government of Germany.
- C. Develop collaboration with United Nations Educational, Scientific and Cultural Organization (UNESCO) to implement national programs over the year 2018-2019 and 2020-2021.
- D. Engage six members from the RDEPT in a comprehensive training program with Rio-project executed by United Nation for Environmental Programs (UNDP) in 2019.
- E. The RDEPT is collaborating with the Royal Society for the Conservation of Nature (RSCN) in implementing the Convention on International Trade of Endangered Species of Fauna and Flora (CITES). In addition, RSCN is continuously supporting the RDEPT members and raise their capacities in the convention concepts and theories.
- F. The RDEPT has participated in capacity building programs funded by the Japan International Cooperation Agency (JICA)
- G. The RDEPT has participated in capacity building programs funded by the Korea International Cooperation Agency (KOICA)
- H. The RDEPT has collaborated with the United State Forest Service (USFS)

### 3.4 List of applicable *Union acquis*/standards/norms:

The Twinning project responds to the following domestic legislations that can be retrieved online:

- 1) RDEPT strategic plan 2018-2020.
- 2) Bylaw No. 37 for the Year 2018<sup>5</sup>.
- 3) Ministry of Environment Strategic Plan 2020-2022.
- 4) Environmental Law No. 6 for the year 2017.
- 5) Ministry of Tourism and Antiquities law Number 20 for the year 1988

In addition,

- 1) Directive 2008/99/EC on the protection of the environment through criminal law

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<sup>5</sup> Available in Arabic language only

- 2) Directive 2003/4/EC of the European Parliament and of the Council of 28 January 2003 on public access to environmental information and repealing Council Directive 90/313/EEC
- 3) Directive 2004/35/CE of the European Parliament and of the Council of 21 April 2004 on environmental liability with regard to the prevention and remedying of environmental damage
- 4) Directive 2006/21/EC of the European Parliament and of the Council of 15 March 2006 on the management of waste from extractive industries and amending Directive 2004/35/E
- 5) Directive 2008/50/EC of the European Parliament and of the Council of 21 May 2008 on ambient air quality and cleaner air for Europe
- 6) Directive 2003/17/EC of the European Parliament and of the Council of 3 March 2003 amending Directive 98/70/EC relating to the quality of petrol and diesel fuels
- 7) Drinking Water Directive - Council Directive 98/83/EC of 3 November 1998 on the quality of water intended for human consumption
- 8) Council Directive 91/271/EEC of 21 May 1991 concerning urban waste-water treatment
- 9) Nitrates Directive - Council Directive 91/676/EEC of 12 December 1991 concerning the protection of waters against pollution caused by nitrates from agricultural sources
- 10) Commission Implementing Decision of 11 July 2011 concerning a site information format for Natura 2000 sites
- 11) Habitats Directive - Council Directive 92/43/EEC of 21 May 1992 on the conservation of natural habitats and of wild fauna and flora
- 12) Council Regulation 338/97/EC of 9 December 1996 on the protection of species of wild fauna and flora by regulating trade therein
- 13) Marine Strategy Framework Directive - Directive 2008/56/EC of the European Parliament and of the Council of 17 June 2008 establishing a framework for Community action in the field of marine environmental policy
- 14) Council Directive 84/360/EEC of 28 June 1984 on the combating of air pollution from industrial plants

### 3.5 Results and activities

#### 3.5.1 Components and results per component

The project consists of two components with four results and as follows:

##### **Component 1: Institutional Framework, Capacities and Guidelines**

##### **Result (1.1): Organisational strategic plan and training unit consistent with best practices developed based on the national needs in environmental and tourism policing**

Sub Result (1.1.1): Strategic green plan is developed, published and linked with an effective Monitoring and Evaluation (M&E) System

**Brief Description:** The strategic plan for the RDEPT should be developed to accommodate the new merge between the PSD departments of environment and tourism. This strategic plan should take into considerations to modernize the RDEPT organograms, structures and SOPs to ensure the efficient and effective delivery of the capabilities and services of environmental and tourism policing. Experiences from the European Union Network for the Implementation and Enforcement of Environmental Law (IMPEL) could be used to build up the strategic plan.

Sub Result (1.1.2): Environmental and tourism policing proactive/ preventive plan is designed, developed, and is linked to the Ministry of Environment and the Ministry of Tourism and Antiquities

**Brief Description:** It is important for an effective enforcement for environmental and tourism police and protecting various sites of natural and cultural heritage to identify potential threats before they happen. Crisis almost follow similar patterns and cycles, which in consequence will enable the RDEPT to predict this sequence and develop the needed plans including the recovery plans. Using the proactive/ preventive approach and building a management plan will certainly aid to implement an effective enforcement, minimize efforts, time and resources.

Sub Result (1.1.3): RDEPT is supported with environmental friendly documentation procedures, structures and forms

**Brief Description:** It is important to develop a green documentation mechanism that ensure smooth filing, transferring and archiving mechanisms. Reporting also should be standardized building on best practices in environmental and tourism policing reporting scheme.

**Result (1.2):** Effective governance of RDEPT is supported through a well-developed policy and Standard of Operations (SOPs) for the MOUs

**Brief Description:** The RDEPT has signed various MOUs with public and not-for-profit organizations, in order to effectively implement the law and supporting the partner organizations in accomplishing their work. Also, other MOU's will be signed in the future. This will require clear guidelines and policy document to ensure consistency, and avoid any overload on RDEPT.

**Result (1.3): The training unit at RDEPT is strengthened, supported and upgraded following best practices**

**Brief Description:** The merge between the environmental and tourism departments requires the development of a clear training path supported by all necessary tools such as training curriculum, capacity-building programs, exchange visits, manuals, standardised certification and examination processes and Training of Trainers (TOT), which should be designed based on a Training Need Assessment (TNA). This path should also be connected with key partner organizations and promoted effectively. This should be connected to a well-designed incentive programs. In addition, the RDEPT should start to equip their members with the needed capacities to enable them to transfer this knowledge at the national and regional level, especially in light of the desire of Arab countries to start developing environmental police. The training and capacity building unit is committed to develop skills, enhancing capabilities, leadership, and building the most effective talented trainers. In addition, it should provide consistent, steadiness and professional training services at national and regional levels.

## **Component 2: Awareness and outreach**

Result (2.1): Outreach and public relations are enhanced to accommodate the growth of the RDEPT at national and regional levels

**Brief Description:** Developing an outreach strategy that set out internal and external communication tools building on EU standards will be important to enhance the exposure

of RDEPT at national and regional levels, as well as to strengthen the messages published for various stakeholders. A communication plan is need to ensure that the involved staff have adequate information to communicate in a consistent and effective manner. This will also support the existing efforts of the RDEPT in spreading knowledge and awareness toward citizens of Jordan, and the region.

### 3.6 Means/input from the EU Member State Partner Administration(s):

The project will be implemented in the form of a Twinning contract between the Beneficiary Country (BC) and EU Member State(s) (EU MS). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) working directly with the RDEPT and managing the implementation of project activities, Component Leaders (CL) and pool of Short-term Experts (STE) if necessary, within the limits of the budget. In addition to the RTA, the twinning project will finance an English/Arabic speaking project assistant to the RTA. The assistant will be recruited locally and will work full time during the project. The project assistant will be performing general project duties and providing translation and interpretation services as necessary. It is essential that the team has sufficiently broad expertise to cover all areas included in the project description.

Proposals submitted by a Member State shall be concise and focused on the strategy and methodology and an indicative timetable underpinning this, the administrative model suggested, the quality of the expertise to be mobilised and clearly show the administrative structure and capacity of the Member State entities. Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The interested Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA), as well as the CVs of the potentially designated Component Leaders-(CLs) and Short-Term Experts (STEs)

The Twinning project will be implemented by close co-operation between the partners aiming to achieve the mandatory results in sustainable manner.

The set of proposed activities will be further developed by the Twinning partners when drafting the initial work plan and successive rolling work plan every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely inter-linked and need to be sequenced accordingly.

#### **3.6.1 Profile and tasks of the Project Leader (PL):**

The MS Project Leader will be responsible for the overall planning and implementation of the Member States' inputs in this Twinning project.

The MS Project leader (PL) will, in cooperation with the AB appointed PL, be responsible for the organisation and functioning of the project's Steering Committee, which includes the RTA and representatives of the leadership of the AB, a representative of MOPIC and a representative of the EU Delegation.

The MS PL should be an experienced project manager with qualified experience in strategy development and capacity building and with senior status within his organisation. He/she should also have a broad knowledge of policing standards and guidelines, as well as good leadership skills.

**Qualifications and skills required:**

- University degree in the field of law, political science, security studies or equivalent working experience of 8 years
- At least 3 years of working experience in a relevant MS Institution
- At least 3 years of experience in state strategies related matters. Additional relevant professional experience will be considered as an asset;
- The Project Leader must be senior civil servant in a mandated body whose position in the organisation enables the mobilisation of the EU MS expertise;
- Fluent written and spoken English; and knowledge of Arabic would be an asset
- Previous experience in supervising projects is an asset

**Task:**

- Overall management and coordination of the implementation of the twinning project in cooperation with the Beneficiary Country (BC) Project Leader
- Ensure timely and effective implementation of the project and achievements of results
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed
- He/she will, together with the beneficiary PL, be responsible for the modification of the project work plan as deemed necessary during the life time of the project
- Providing efficient leadership of the project
- Together with beneficiary PL, will be responsible for interim, final reports and project reporting
- Ensuring backstopping and financial management of the project
- Participation in Steering Committee meetings and communicate with stakeholders

**3.6.2 Profile and tasks of the Resident Twinning Adviser (RTA):**

A Resident Twinning Adviser (RTA) will be appointed and will reside in the Hashemite Kingdom of Jordan for the duration of the project and will work on the AB to Jordan premises together with the Member State Project Leader and the AB (Beneficiary) Project leader.

**Qualifications and skills required for the RTA**

- Minimum bachelor's degree in law, political science, security studies or equivalent or any other appropriate discipline or equivalent 8 years of experience;
- Demonstrated experience in a related field of assignment
- Strong knowledge of analytical, organisational and communication skills
- Minimum 3 years of professional experience in strategic and institutional development. Additional experience will be considered as an asset;
- Previous experience in project management will be considered an asset;
- Previous experience is managing EU funded project(s) or twinning project(s) will be considered an asset;
- Fluency in written and spoken English;
- Knowledge of Arabic would be an asset;

- Good communication skills

**Task:**

The RTA is expected to carry out the following tasks during his/her full-time working period:

- Draft the work plan in close cooperation with all relevant actors and based on the expected results and logframe of the project;
- Ensure timely implementation of the twinning project at the AB;
- Provide technical assistance and advice to the representatives of beneficiary administration;
- Organise all project activities, such as meetings, workshops, study visits and field visits etc.;
- Together with the MS Project Leader and the AB Project Leader, mobilise and supervise the short-term experts if applicable;
- Coordinate all project activities and experts' inputs at AB including experts' reports;
- Prepare regular project monitoring meetings/briefings;
- Regularly update the work plan and transmit project updates to the Project Steering Committee under the authority of the Member State and the AB Project Leaders;
- Draft the interim progress reports to be finalised by the Project Leader;
- Organisation of visibility events (kick-off and final event);
- Organisation and participation of Steering Committee meetings;
- Networking with institutions and committees relevant to this project in Jordan and in MS;
- The RTA should ensure continuous coordination on the overall implementation of project activities with regular updates.

**3.6.3 Profile and tasks of Component Leaders:**

General Qualifications and Skills required of the Component Leaders:

- Legal or police servant from an EU MS Administration or equivalent staff from mandated bodies
- A university degree or equivalent professional experience of at least 8 years in carrying out strategic development, capacity building and communication
- A minimum of 3 years' experience in the respective field
- Good working knowledge of written and spoken English
- Good communication and presentation skills
- Excellent team-working skills

The Component Leaders are expected to carry out the following tasks:

- On the basis of the results framework and the proposed activity plan, provide inputs to the initial work plan in close cooperation with the RTA and all relevant actors and based on the expected results of the components
- Ensure timely implementation of the components' activities
- Contribute to preparation of the project steering committees
- Regularly update the component's work plan and transmit project updates to the RTA in view of presenting to the Project Steering Committee under the authority of the Member State and AB Project leaders
- Draft component's quarterly progress reports to be consolidated by the RTA and finalised by the project leader

- Maintain a continuous review of components' activities and provide regular progress reports as required to the beneficiary and keep the project leaders informed

#### **3.6.4 Roles and Profiles of the Short-Term Experts**

Upon request of the RTA and Project Leader, Short term experts (STE) will be made available for the implementation of the twinning project who will deliver their expertise under the overall responsibility of the Member State PL and under the coordination and supervision of the RTA. Short-term experts are expected to perform specific tasks/activities, and the expected experts' outputs/deliverables shall be established when creating the twinning work plan, including the drafting of the Terms of Reference.

In order to provide the full range of expertise necessary, short term experts will be drawn from different skill sets to assist the RTA on specific activities. Each STE should possess the following general qualifications and professional experience:

##### **General Qualifications and Skills required of the short-term Experts:**

- A university degree in law, management, gender, outreach or other fields related to the short-term assignment or equivalent professional experience;
- A minimum of three years' experience in the respective field;
- Good communication and inter-personal skills;
- Proficient in written and spoken English; and
- Good command in Arabic language would be an asset

#### **4. Budget**

Maximum Budget available for the Grant is EUR (1) million

#### **5. Implementation Arrangements**

- 5.1 Implementing Agency responsible for tendering, contracting and accounting (European Union Delegation/Office):

The Ministry of Planning and International Cooperation is the Contracting Authority for the twinning project under which The Programme Administration Office (PAO) is in charge of the coordination of all the related activities and the administrative management of the funding Programme. The PAO will be the responsible institution for the management of this twinning project.

Contact details of PAO responsible of the contract:  
Ministry of Planning and International Cooperation  
Mr. Nizar A. Awad  
Programmes Administration Office  
Ministry of Planning and International Cooperation  
P.O. Box 555 Amman, 11118 Jordan  
Telephone Number: +962 6 46 11 667 ext. 104  
Email: [Nizar.Awad@mop.gov.jo](mailto:Nizar.Awad@mop.gov.jo)

## 5.2 Institutional framework

A decision to merge the environmental and tourism departments was taken in March 2020, to form the Royal Department for Environmental Protection and Tourism (RDEPT). The department was established to implementing laws, regulations and legitimate official orders and helps public authorities to perform their duties and prevent crimes. Their work to discover, track, and arrest violators and bring them to justice in accordance with the provisions of the law is a fundamental rule they play.

The RDEPT works with the MOE, MOTA as well as other organisations through either law or a signed MOUs to implement environmental and tourism policing in Jordan. However, technical assistance is required to improve the capacity at institutional and individual levels as well as skills of the department's employees (2200 staff) and assist in developing the overall department framework as well in the modernization and institutionalization of framework and legal setup.

## 5.3 Counterparts in the Beneficiary administration:

### 5.3.1 Contact person:

Brigadier Manhal Hajrat

Director, Royal Department for Environmental Protection and Tourism

Email: [rangers.dept@psd.gov.jo](mailto:rangers.dept@psd.gov.jo)

### 5.3.2 PL counterpart

Brigadier Manhal Hajrat

Head, Royal Department for Environmental Protection and Tourism

Email: [rangers.dept@psd.gov.jo](mailto:rangers.dept@psd.gov.jo)

### 5.3.3 RTA counterpart

Lieutenant Colonel Ibrahim Rjoob

Head of Public Relations and Awareness Section

P.O. Box: 926031 Amman 11110-Jordan

Email: [environment.tourism@psd.gov.jo](mailto:environment.tourism@psd.gov.jo)

## 6. Duration of the project

18 months of implementation period.

## 7. Management and reporting

### 7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

### 7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and

discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

### **7.3 Reporting**

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

## **8. Sustainability**

The achievements of the Twinning project (from results per component to impacts) should be maintained as a permanent asset to the Beneficiary administration even after the end of the implementation. This presupposes inter alia that effective mechanisms are put in place by the RDEPT administration to disseminate and consolidate the results of the project.

At the end of the project the RDEPT will be in the position to master and to perform the necessary tasks independently with no assistance. The project will lead to improved technical and legal capacities and better methods of institutional enhancement. The Project will provide appropriate development strategies and action plans to enable the RDEPT of Jordan to progress its supervision responsibilities more effectively.

## **9. Crosscutting issues**

This project will ensure that persons of a particular religion or belief, disability, age or sexual orientation do not suffer from discrimination and instead enjoy equal treatment in which are guaranteed by the Constitution of the Hashemite Kingdom of Jordan. Also, the project does not foresee activities that could have adverse effect on the environment.

## **10. Conditionality and sequencing**

This project will be implemented through a twinning arrangement. Consequently, the RDEPT will be required to allocate sufficient, suitable experienced staff and all necessary material resources for the efficient implementation of the Twinning Project. The commitment and participation of Senior Management of the RDEPT is indispensable, both qualities are intrinsically involved in developing and implementing the policies as well as facilitating any institutional changes required in delivering the project results and ensuring the sustainability of project actions after the completion of the project activities.

## **11. Indicators for performance measurement**

Table below illustrates the results versus objectively variable indicators. Kindly refer to the Logical Framework Matrix, Annex 1 for more details

| <b>Results</b>  | <b>Objectively variable indicators</b> |
|---|--|
| <b>Component 1 : Institutional Framework, Capacities and Guidelines</b> |  |

|  |   |
|--|---|
| Result (1.1): Organisational strategic plan and training unit consistent with best practices developed based on the national needs in environmental and tourism policing                           | <ul style="list-style-type: none"> <li>• RDEPT institutional framework and capacity building is consistent with EU standards and recommended practices</li> </ul>   |
| Sub Result (1.1.1): Strategic green plan is developed, published and linked with an effective Monitoring and Evaluation (M&E) System   | <ul style="list-style-type: none"> <li>• A comprehensive strategy for the environmental and tourism policing is draft, shared by MS and approved by RDEPT and PSD</li> <li>• Specialized units with clear TOR's are established, and integrated into the onogram and strategy document</li> <li>• Gender strategy is developed by MS and integrated effectively into the strategic plan</li> </ul>  |
| Sub Result (1.1.2): Environmental and tourism policing proactive/ preventive plan is designed, developed, and is linked to the Ministry of Environment and the Ministry of Tourism and Antiquities | <ul style="list-style-type: none"> <li>• A comprehensive Environmental and tourism policing proactive/ preventive plan is designed, developed, and is linked to the Ministry of Environment and the Ministry of Tourism and Antiquities</li> </ul>  |
| Sub Result (1.1.3): RDEPT is supported with environmental friendly documentation procedures, structures and forms  | <ul style="list-style-type: none"> <li>• M &amp; E system is developed, and reports are produced effectively</li> <li>• Policy with principle guidelines is developed and adopted by RDEPT and key partners</li> </ul>  |
| Result (1.2): Effective governance of RDEPT is supported through a well-developed policy and Standard of Operations (SOPs) for the MOUs  | <ul style="list-style-type: none"> <li>• A Standards of Operations (SOPs) for green procedures at the RDEPT offices is developed, and implemented effectively</li> </ul>  |
| Result (1.3): The training unit at RDEPT is strengthened, supported and upgraded following best practices  | <ul style="list-style-type: none"> <li>• Training Need Analysis is performed and priorities are developed to design the curriculum and the training plan for the RDEPT</li> <li>• Training path is designed, adopted and supported by all necessary tools such as training curriculum, capacity-building programs, exchange visits, manuals, standardised certification and examination processes and Training of Trainers (TOT)</li> <li>• TOT is designed, implemented and a group of trainers from RDEPT are equipped with the necessary skills and tools to perform training at national and regional levels</li> </ul> |
| <b>Component 2: Awareness and outreach</b>   |   |
| Result (2.1): Outreach and public relations are enhanced to accommodate the growth of the RDEPT at national and regional levels  | <ul style="list-style-type: none"> <li>• Number of internal and external tools and methodologies developed in the communication</li> <li>• Public relation satisfaction level due to the implementation of the public relation strategy</li> </ul>  |

## ANNEX TO PROJECT FICHE

### Annex I: Logical framework matrix

|  |  | Indicators (with relevant baseline and target data)   | Sources of verification  | Risks   | Assumptions (external to project)  |
|--|--|---|--|---|--|
| <b>Overall Objective</b>               | Strengthen the law enforcement capacities of the Royal Department for Environmental Protection and Tourism (RDEPT) at the regional level.. | <ul style="list-style-type: none"> <li>Percentage of violations due to enforcing laws on environment and tourism compared to previous five years</li> <li>Quality of process performed at RDEPT increased and standardized</li> </ul> | <ul style="list-style-type: none"> <li>Feedback and monitoring reports by national partner organizations.</li> <li>M &amp; E reports from RDEPT</li> <li>Government reports and Statistics obtained from the RDEPT</li> </ul>                | <ul style="list-style-type: none"> <li>Regional stability</li> <li>Continued changes among the members of the RDEPT</li> <li>Partners cooperation involvement and willingness to support the project</li> <li>Data availability and accessibility</li> <li>Economic status of Jordan</li> </ul> | <ul style="list-style-type: none"> <li>Commitment from the GOJ represented by the MOE and MOTA to support the implementation of the twinning fiche</li> </ul>  |
| <b>Specific (Project) Objective(s)</b> | Strengthen RDEPT's institutional framework and capacities in environmental and tourism policing, in line with EU Best practices            | <ul style="list-style-type: none"> <li>Number of documents produced to strengthen the institutional framework and guidelines of the RDEPT</li> <li>Number of trained personnel as part of the twining fiche</li> </ul>                | <ul style="list-style-type: none"> <li>Government partners reports</li> <li>Reports from EU MS Twinning Partner</li> <li>Statistical data generated by the RDEPT and the relevant partners</li> <li>Twinning Project final report</li> </ul> | <ul style="list-style-type: none"> <li>Regional stability</li> <li>Continued changes among the members of the RDEPT</li> <li>Partners cooperation involvement and willingness to support the project</li> </ul>   | <ul style="list-style-type: none"> <li>Full commitment from the RDEPT to work towards the achievements of the project objectives and to mobilise the necessary human resources and information during the project life.</li> <li>Full commitment from the European twinning</li> </ul> |
|  | Build awareness on environmental aspects in Jordan, including environment protection   |   |  |   |  |

|  |   |   |   |  |  |
|--|---|---|---|--|--|
|  | and prevention of damage to the cultural and historical heritage  |   | <ul style="list-style-type: none"> <li>• Monitoring and Evaluation reports</li> <li>• Minutes of the Meetings and Mission Reports</li> </ul>  | <ul style="list-style-type: none"> <li>• Data availability and accessibility</li> <li>• Economic status of Jordan</li> </ul>   | <ul style="list-style-type: none"> <li>• partner to mobilize suitable experts and bring EU best practices.</li> <li>• Full commitment from the national partner organizations working with RDEPT to support the twining partner in achieving their mission</li> <li>• Trained people remain in service</li> <li>• Strong involvement of the partner organizations to the RDEPT at all levels</li> <li>• Legislation, information and data are available</li> <li>• The recommendations will be accepted by RDEPT and supported by the Jordan Government partner organizations</li> </ul> |
| <b>Mandatory results/outputs by components</b>             | <b>Result (1.1):</b> Organisational strategic plan and training unit consistent with best practices developed based on the national needs in environmental and tourism policing | <ul style="list-style-type: none"> <li>• A comprehensive strategy for the environmental and tourism policing is draft, shared and approved by RDEPT and PSD</li> <li>• Specialized units with clear TOR's are established, and integrated into the onogram and strategy document</li> </ul> | <ul style="list-style-type: none"> <li>• Documents developed over the project period including the strategic plan, Strategic Environmental Assessment (SEA); Social and Environmental Impact</li> </ul> | <ul style="list-style-type: none"> <li>• Data availability</li> <li>• Access to information</li> <li>• Collaboration of the relevant partners to aid the strategies development</li> <li>• Conflict of interest</li> <li>• Level of</li> </ul> | <ul style="list-style-type: none"> <li>• RDEPT and other involved departments from the PSD are functioning effectively during the project implementation</li> <li>• Involvement of the RDEPT is strong and effective during the project period</li> <li>• Involvement of partner</li> </ul>  |
| <b>Sub-results per component (optional and indicative)</b> | Sub Result (1.1.1): Strategic green plan is developed, published  | <ul style="list-style-type: none"> <li>• Gender strategy is developed and integrated effectively into the strategic plan</li> </ul>   |   |  |  |

|  |   |  |  |  |   |
|--|---|--|--|--|---|
|  | and linked with an effective Monitoring and Evaluation (M&E) System   | <ul style="list-style-type: none"> <li>• A Standards of Operations (SOPs) for green procedures at the RDEPT offices is developed, and implemented effectively</li> </ul>   | Assessments (SEIAs), gender strategy, green SOPs,  | collaboration between the RDEPT and the relevant partner organisations   | organizations with RDEPT is strong and effective during the project period  |
|  | Sub Result (1.1.2): Environmental and tourism policing proactive/preventive plan is designed, developed, and is linked to the Ministry of Environment and the Ministry of Tourism and Antiquities | <ul style="list-style-type: none"> <li>• A comprehensive Environmental and tourism policing proactive/preventive plan is designed, developed, and is linked to the Ministry of Environment and the Ministry of Tourism and Antiquities</li> <li>• M &amp; E system is developed, and reports are produced effectively</li> </ul> | <ul style="list-style-type: none"> <li>• Environmental and tourism policing proactive/preventive plan and the M &amp; E plan</li> <li>• Minutes of Meetings and mission reports</li> <li>• List of participants in the workshops and meetings</li> <li>• RDEPT website and social media updates</li> </ul> | <ul style="list-style-type: none"> <li>• Capabilities of the EU MS partner to effectively develop the needed strategies following EU best practices</li> </ul>   | <ul style="list-style-type: none"> <li>• PSD is willing to initiate the project</li> </ul>  |
|  | Sub Result (1.1.3): RDEPT is supported with environmental friendly documentation procedures, structures and forms   |  |  |  |   |
| <b>Mandatory results/outputs by components</b> | <b>Result (1.2):</b> Effective governance of RDEPT is supported through a well-developed policy and Standard of Operations (SOPs) for the MOUs  | <ul style="list-style-type: none"> <li>• Policy with principle guidelines is developed and adopted by RDEPT and key partners</li> </ul>  | <ul style="list-style-type: none"> <li>• Policy document</li> <li>• SOPs for the standardized MPUs</li> </ul>  | <ul style="list-style-type: none"> <li>• Conflict that may raise due to the several MOUs that was signed, and those planned to be signed</li> <li>• Willingness to collaborate between the two key organizations which are the MOE and MOTA</li> </ul> | <ul style="list-style-type: none"> <li>• Partner organizations represented by the MOE and MOTA are actively involved in the process of developing the policy document and clearly identify the path forward</li> <li>• The RDEPT are strongly involved in the policy development process</li> <li>• Stakeholders are willing</li> </ul> |

|   |   |   |  |  |   |
|---|---|---|--|--|---|
|   |   |   |  | in the new policy document   | to initiate project's actions <ul style="list-style-type: none"> <li>• Legislation, information and data are available</li> <li>• RDEPT involved staff will maintain high commitment in attending project actions focused to them</li> </ul>  |
| <b>Mandatory results/outputs components</b> | by<br>Result (1.3): The training unit at RDEPT is strengthened, supported and upgraded following best practices | <ul style="list-style-type: none"> <li>• Training Need Analysis is performed and priorities are developed to design the curriculum and the training plan for the RDEPT</li> <li>• Training path is designed, adopted and supported by all necessary tools such as training curriculum, capacity-building programs, exchange visits, manuals, standardised certification and examination processes and Training of Trainers (TOT)</li> <li>• TOT is designed, implemented and a group of trainers from RDEPT are equipped with the necessary skills and tools to perform training at national and regional levels.</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• Developed training path</li> <li>• Developed materials</li> <li>• (i.e training Curriculum)</li> <li>• Photos and participants list</li> <li>• Training Need Analysis report</li> <li>• Training action plan and training material (including training and ToT manuals)</li> <li>• Project Progress Reports</li> <li>• Minutes of the Meetings and Mission Reports, including study visits</li> </ul> | <ul style="list-style-type: none"> <li>• Availability of information as well as the accessibility</li> <li>• Willingness of RDEPT to dedicate staff members as trainers to be engaged in the TOT</li> <li>• COVID-19 and the limitation for the exchange visits</li> </ul> | <ul style="list-style-type: none"> <li>• RDEPT and other involved departments at PSD and partners in Jordan are actively involved in the project activities</li> <li>• Appropriate expertise and necessary documentations available</li> <li>• RDEPT ensure staff and trainees available</li> </ul> |
| <b>Mandatory results/outputs components</b> | by<br>Result (2.1): Outreach and public relations are   | <ul style="list-style-type: none"> <li>• Number of internal and external tools and methodologies developed in the communication</li> </ul>  | <ul style="list-style-type: none"> <li>• Outreach document</li> </ul>  | <ul style="list-style-type: none"> <li>• Support for PSD to the developed outreach and</li> </ul>  | <ul style="list-style-type: none"> <li>• PSD will support the development of outreach and public relation tools</li> </ul>  |

|  |  |   |   |  |   |
|--|--|---|---|--|---|
|  | <p>enhanced to accommodate the growth of the RDEPT at national and regional levels</p> | <ul style="list-style-type: none"> <li>• Public relation satisfaction level due to the implementation of the public relation strategy</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• Reports developed</li> <li>• Reports from key partners represented by the MOE and MOTA</li> <li>• Public relation</li> <li>• Exposure at national and international levels measured by communication, social media..etc</li> </ul> | <p>public relation strategies</p> <ul style="list-style-type: none"> <li>• Partners (MOE and MOTA) willingness to be engaged effectively</li> <li>• Partnership at regional level</li> </ul> | <p>and methodologies</p> <ul style="list-style-type: none"> <li>• Partners represented by MOE and MOTA are supporting the e-movement and provide all necessary support including proper linkages with regional partners</li> <li>• Regional partnerships will be established</li> </ul> |
|  |  |   |   |  |   |