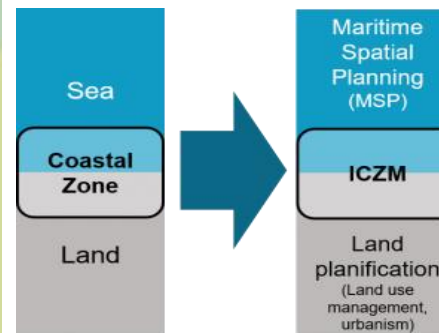


DRAFT EVALUATION REPORT

SUMMATIVE EVALUATION

JREDS' "Integrated Coastal Zone Management (ICZM): The Approach for Development and Growth"

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July 15, 2018

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ACRONYMS

ADC	Aqaba Development Corporation
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
CBOs	Community Based Organizations
CIS	Civic Initiative Support program
DRG	Democracy Rights and Governance
FGDs	Focus Group Discussions
GIs	Group Interviews
GoJ	Government of Jordan
ICAT	Institutional Capacity Assessment Tool
ICZM	Integrated Coastal Zone Management
JREDS	Royal Marine Conservation Society of Jordan
KII	Key Informants Interviews
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
SOW	Scope of Work
UNDP	United Nations Development Program
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

INTRODUCTION: USAID CIS awarded the Royal Marine Conservation Society of Jordan (JREDS) a two-phased grant for the total amount of JOD 190,806.31 to implement the “Integrated Coastal Zone Management (ICZM): The Approach for Development and Growth” project. At the conclusion of the project, USAID CIS contracted with an external evaluator to carry out the evaluation of the ICZM project implemented from June 2015 till February 2018. The purpose of this end-of-project evaluation is to provide JREDS with an-depth assessment of the ICZM project to support organizational learning and enhance future programmatic efforts. Specifically, the evaluation will respond to the following needs:

- ✓ To assess the relevance, appropriateness and coherence of JREDS project’ goal and objectives in the context of Jordan national and institutional framework, organizational mandate and stakeholders’ needs at the sub-national level;
- ✓ To assess the effectiveness of the ICZM project’ intervention logic, process elements and project outputs (guidelines, capacity building, stakeholders’ engagement, legal framework, and action planning) on the achievement of the project objectives;
- ✓ To identify challenges faced by the project teams in achieving the project’ objectives.
- ✓ To assess project’ contribution to long-term change in institutionalizing ICZM among stakeholders in Aqaba;
- ✓ To provide lessons learned and recommendations to build and expand on the achievements of JREDS ICZM project for institutionalizing Integrated Coastal Zone Management in Aqaba.

PROBLEM IDENTIFICATION: Large scale investments, accelerated infrastructure development, rapid population growth, industry expansion, ships and ports’ activities, tourists and tourism related businesses have put increased pressure on the Aqaba coastal zone and are potentially endangering its natural ecosystems and marine resources. ASEZA as the legal institution managing the Zone, is now faced with the need and challenge of maintaining the balance between the economic developments in this investment hub zone and the integrity as well as the sustainable exploitation of the coastal resources. To address the herewith identified issues, JREDS believed that an integrated coastal zone management approach is ideally suited to effectively and sustainably manage the coast of Aqaba.

PROJECT SUMMARY: The “Integrated Coastal Zone Management: The Approach for Development and Growth” project is a continuance and further development of JREDS advocacy efforts for the implementation of an integrated coastal zone management in the Gulf of Aqaba. Project Phase I activities focused on change management among key organizations responsible for ICZM and resulted in the following outcomes: (1) development of a comprehensive database that defined governance and management systems in Aqaba, (2) capacity building of a wide range of stakeholders that facilitated their active participation in the development of national guidelines for ICZM and (3) Development of ICZM guidelines that can serve as a model for integrated management of other areas in Jordan. In Phase II, JREDS built on the outcomes of Phase I to draft a comprehensive coastal management action plan with defined roles and responsibilities for the concerned parties and to draft the ICZM bylaws. Both of these documents were later submitted to ASEZA to be adopted for potential implementation.

Throughout implementation of phase I and II, the project engaged with a wide range of stakeholders from public, private, and non-governmental organizations in Aqaba and Amman. The main outcomes of the project can be summed up as follows: (1) A computerized database and analysis of the governance and management system in Aqaba; (2) ICZM Guidelines; (3) Capacity building of relevant stakeholders in good governance, advocacy, institutional analysis and integrated coastal zone management, strategic and action planning; (4) Integrated Coastal Management Action Plan; (5) ICZM Bylaws; and (6) Media analysis report.

EVALUATION METHODS: JREDS project evaluation utilized a mixed-methods approach to collect data from primary and secondary sources identified in consultation with JREDS and USAID CIS. The evaluation data collection methods were primarily qualitative comprising a desk review, key informant interviews (KIIs), group interviews (GIs) and focus group discussions (FGDs). The evaluation data collection was implemented from May 27 to June 12 and covered interviews and focus group discussions with a total of 37 individuals from USAID CIS and JREDS staff, project consultants, private and public organizations and community stakeholders.

EVALUATION FINDINGS: The following presents the evaluation findings that have emerged in the analysis phase. These findings are organized and presented under the evaluation criteria of relevance, effectiveness and sustainability and structured to respond to the evaluation questions and sub-questions.

Relevance, Appropriateness, Coherence: The evaluation data analysis under the criteria of relevance, appropriateness and coherence resulted in the following summary findings:

- ✚ JREDS project goal “to promote, advocate and support for an integrated coastal zone management approach” is very relevant to the context of the Aqaba Special Economic Zone as it responds to a need for a regulatory and management framework to manage a sustainable integration of economic interests with environmental conservation of limited marine resources.
- ✚ JREDS ICZM project is relevant to the governance model in ASEZ but its applicability relies to a great extent on the leadership of ASEZA, which can change. Having one administrative authority usually facilitates the implementation of projects and programs. On the other hand, ICZM requires a high degree of participation and consultations with stakeholders especially those who utilize the coastal resources. ASEZA’ openness to implement such a consultative process is not clear and can change with the appointment of new commissioners.
- ✚ Assessment of needs / gaps / project legal and governance context was undertaken in phase I as part of project’ activities rather than as the base for project design. This lack of a ‘needs-based’ and ‘context analysis’ project design in Phase I resulted in some unrealistic expectations such as “change management” and ‘enabling coordination’ between ASEZA and national ministries, issues that the project was not able to deliver on. On the other hand, project interventions in Phase II were built on the research results and learning acquired in Phase I which consequently led to a more relevant and focused project activities.
- ✚ Capacity building interventions were based on ‘the participation needs’ of the project rather than the training needs of the stakeholders. Seemingly, the project designed and implemented the training workshops mainly for the purpose of engaging stakeholders in a participatory process and enabling them to provide input to the development of the ICZM resources. The project trainings have effectively achieved the purpose of engaging ICZM stakeholders but had a very limited impact on building capacities as initially anticipated under the project objectives.
- ✚ The project goal and objectives are appropriate and coherent with JREDS organizational mandate. The ICZM project is concerned with enabling a regulatory and management system for economic development in Aqaba that also addresses the rights of all stakeholders and integrates environmental concerns specifically the protection of marine ecosystems. JREDS is the only specialized non-governmental organization “dedicated to the conservation of the marine ecosystems and sustainable use of marine resources” and as such the protection of environmental resources is part of its organizational mandate.

- ✚ JREDS ICZM project is appropriate with Aqaba legal framework. On the policy framework, ASEZA's law number 32 specifically Article 43b requires the institutionalization of a specific administrative system for the Aqaba coastal zone -to include adjacent coastal land and sea areas. Hence, JREDS ICZM project is appropriate and coherent with the administrative policies and procedures of ICZM main institutional partner namely ASEZA.
- ✚ JREDS ICZM project is coherent with the GoJ international obligations. The project aim is consistent with the GoJ international obligations such as the United Nations Convention on Biological Diversity and the recommendations of the third national communication report submitted to the United Nations Climate Change Program.
- ✚ Within the limits of the project intervention framework, JREDS has applied due consideration to HRBA principles, gender equality and inclusion of marginalized constituencies in programing: The project implemented an inclusive process where stakeholders and marginalized groups were provided a space to have their concerns heard and taken into consideration. Moreover, the project involved adequate consideration of gender equality as appropriate to the project intervention framework, which is mainly concerned with policy making and strategy planning for ICZM.
- ✚ Some challenges / risks were not considered or underestimated. Two main issues emerged during project implementation which in hindsight should have been taken into consideration at an earlier stage: (1) Two projects with a conflicting attitude towards ASEZA were implemented in parallel, and (2) The difficulties and challenges involved in establishing coordination grounds between ASEZA and relevant national ministries.

Effectiveness: The evaluation findings into the ICZM project effectiveness are summed up under the following points:

- ✚ JREDS / the ICZM project was effective in achieving all planned outputs. Comparing project plans with outputs achieved, we note that JREDS have implemented all planned activities and delivered on the project anticipated outputs.
- ✚ On the project results level, the By-laws are most likely to be adopted by ASEZA as an ICZM regulatory framework. The probable adoption of the By-laws is likely due to the fact that ASEZA is required under its own law, to develop such a regulatory framework for the management of the Aqaba coastal zone.
- ✚ Training results were limited due to project insufficient planning of capacity building interventions and dispersed focus of the training topics. Though these sessions along with the training workshops were instrumental in the research, analysis and development of the ICZM guidelines and Action plan, the project trainings were inadequate to build any meaningful capacities or a sustained understanding of ICZM.
- ✚ The project indirect advocacy strategy was effective to some extent with the likely adoption of the ICZM By-laws. The project implemented an indirect advocacy strategy aimed at creating advocates within ASEZA to influence internal change within ASEZA. This strategy was able to deliver some results with the likely adoption of the By-laws, the challenge remains into producing an actual and effective change reference adoption by ASEZA of the ICZM participatory and consultative process approach.

- ✚ JREDS has successfully identified, analysed and organized ICZM stakeholders in Aqaba. This ICZM stakeholders' database is one of the main project contributions as it constitutes the basis for any future consultative process in ICZM.
- ✚ The project participatory process resulted in some unintended and positive outcomes. This process brought together all ICZM stakeholders on numerous occasions for training, meetings and dialogue sessions, thereby establishing direct lines of communications and bringing to light certain issues which were later addressed or resolved such as opening new areas for diving, safe pathways to the beach for persons with disability.
- ✚ The project uncovered the shortcomings of coordination between ASEZA and relevant ministries but these issues though limiting, are not directly related to the achievements of the ICZM project objectives and thus, should not have been considered within the scope of this project.

To sum it up, the JREDS project provided the ground work and has laid the foundation for additional interventions in the institutionalization of ICZM for the Aqaba coastal zone.

Institutional Capacity Building-JREDS: The evaluation review of project documents, ICAT report and interviews with CIS and JREDS staff provided the following summary findings into the effectiveness of USAID CIS institutional development assistance:

- ✚ Measured change in JREDS institutional development score as the organization is already in the 'strong' category rating. JREDS ICAT overall score improved from 4.17 in 2015 to 4.35 in 2018, with the most noticeable improvements in the key areas of Program Management and Human Resources Management. Additionally, JREDS category rating in the 7 key areas (administrative, programmatic, financial...) improved from 5/7 in the strong category rating to a 7/7 strong rating for all seven key areas.
- ✚ Improved grant management compliance and project management skills: Both CIS and JREDS staff reported improvements in JREDS staff understanding, skills and application of project management, grant procurement and compliance requirements. This improvement is due to CIS direct training in the subject matters but most importantly to the results of the indirect training gained by way of JREDS implementing the grant project and CIS monitoring "I used to dislike the three quotations offer rule till I discovered how much I was able to drive the price down when I applied it."

Sustainability: The evaluation findings into the sustainability of project results is summed up in the following points:

- ✓ JREDS has produced valuable reference documents though it seems that the By-laws are the one most likely to be institutionalized by ASEZA in the near future.
- ✓ The ICZM Guidelines and ICZM Action Plan constitute important reference documents even if they are not formally endorsed by ASEZA.
- ✓ Stakeholders awareness of integrated coastal zone management is likely to be sustained with some stakeholders' groups specifically those who are directly involved in managing environmental issues.
- ✓ The indirect outcomes of the participatory process, communication between concerned stakeholders, is likely to be sustained as it has provided solutions to short term issues.

Noteworthy, ICZM is a process that still requires additional investments and numerous interventions to be institutionalized / sustained as an integrated management approach for the coastal zone of Aqaba and JREDS is uniquely positioned with the various international, national and local organizations to be involved in such an undertaking.

LESSONS LEARNED & RECOMMENDATIONS: The evaluation analysis resulted in the following lessons learned and recommendations for future project interventions:

- JREDS should implement needs assessment, context analysis and problem identification during the project design phase *and build the project interventions on these bases to enhance achievements of project results.*
- Capacity building interventions to focus on integrated coastal zone management, to consider gap analysis of stakeholders' knowledge, attitudes and skills in ICZM prior to designing the training, and to deliver a comprehensive training package and follow up training impact assessment.
- JREDS might want to consider project interventions aiming to change ASEZA's decision makers' wrong perception of ICZM as an environmental management activity and thus potentially in conflict with ASEZA's investment interests.
- JREDS might want to consider *pilot* project interventions based on the participatory approach *to demonstrate 'the principles of integrated coastal zone management', gain higher visibility and improve understanding of ICZM.*
- Should JREDS decide to maintain its involvement in ICZM for Aqaba, the Guidelines and Action Plan provides a good basis for further depth research and project plans to continue building on the foundational work done through this project.

I. INTRODUCTION

The USAID Civic Initiatives Support Program (USAID CIS) is a five-year initiative (2013-2018) working at national and local levels in Jordan to support civic initiatives and advocacy responding to common interests; strengthen the organizational capacity of civil society organizations; and promote Government of Jordan (GoJ) civil society collaboration efforts to address reform and development challenges.

Under the 'Democracy, Rights and Governance (DRG) grants' program, USAID CIS awarded the Royal Marine Conservation Society of Jordan (JREDS) a two-phased grant for the total amount of JOD 190,806.31 to implement the "Integrated Coastal Zone Management (ICZM): The Approach for Development and Growth" project." An end of project evaluation is embedded within most of USAID CIS grant requirements. Its aim is to support organizational learning and enhance future programmatic efforts.

To support JREDS in the implementation of the ICZM summative evaluation, USAID CIS has contracted with an independent external evaluator to provide evaluation support. This report provides the evaluation results of the "Integrated Coastal Zone Management (ICZM): The Approach for Development and Growth" project implemented by JREDS from June 2015 till February 2018. It starts with a background summary of ICZM environmental context followed with a synopsis of the grant(s) goal and objectives, implementation process, activity' outputs and final outcomes. The following report section introduces the evaluation framework, purpose and questions, and assessment methodology. The main report section presents the evaluation findings structured by evaluation criteria / questions and the report concludes with lessons learned, and recommendations for future initiatives in ICZM.

II. THE DEVELOPMENT PROBLEM

A. ICZM CONTEXT

Aqaba, the only coastal city in Jordan, is strategically located on the Gulf of Aqaba at the tip of the Red Sea, on the crossroads of three continents Asia, Europe and Africa, while bordering Israel, Egypt and Saudi Arabia. Aqaba's strategic location on the Red Sea provided Jordan with a unique access to maritime transport routes and made its port of vital importance to the country's international trade. Moreover, the city's beach front and location next to Wadi Rum and Petra placed it on the tourism map of Jordan and made of Aqaba an attractive tourism destination.

In 2001, the Government of Jordan (GoJ) established the Aqaba Special Economic Zone (ASEZ) to encompass the entire Jordanian coastline (27 km), the seaports of Jordan, an international airport and the historical city of Aqaba (surface area of approximately 375 km²). ASEZ is a multi-sectorial development zone initiative that aim to maximize private sector participation in a duty free, tax-advantaged and flexible regulatory environment. The transformation of the City of Aqaba into a Special Economic Zone aimed at attracting investments and promoting economic development through a set of incentives given to investors and developers.

ASEZ is regulated by the Aqaba Special Economic Zone Authority (ASEZA), a financially and administratively autonomous institution empowered with administrative, fiscal, regulatory and economic responsibilities. The Aqaba Development Corporation (ADC), established in 2004 jointly by ASEZA and the Government of Jordan as a private corporation, acts as the development and investment arm of the ASEZA. ADC has ownership of Jordan's ports, the city's international airport, strategic parcels of land and the development rights for these assets and key infrastructure and utilities. ADC's main objectives are to implement the 2001 – 2020 Master Plan for the Zone and to develop, manage and leverage value from its physical assets base in such a way as to maximize the potential of Aqaba as a leading Red Sea business, logistics and leisure hub.

Stimulated by ASEZ' privileged institutional and fiscal framework, private sector development investments, port and industrial activities, as well as tourism have all contributed to the rapid expansion of the city. As a result, Aqaba has grown from a town of 10,000 in 1972 to its present population of 120,000 inhabitants with a projected figure for the year 2020 of 150,000 residents.

Large scale investments, accelerated infrastructure development, rapid population growth, industry expansion, ships and ports' activities, tourists and tourism related businesses have put increased pressure on the Aqaba coastal zone and are potentially endangering its natural ecosystems and marine resources. ASEZA as the legal institution managing the Zone, is now faced with the need and challenge of maintaining the balance between the economic developments in this investment hub special economic zone and the integrity as well as the sustainable exploitation of the coastal resources. This challenge has manifested itself in the multiplicity of marine interests and uses of the 27 km Aqaba coast that serve numerous economic, social, and environmental activities such as: Ports, tourism investments (Ayla Oasis, Saraya Aqaba, Marsa Zayed ...), sports and entertainment (diving, water skiing, surfing...) fishing, Glass Boats, pleasure crafts, industries that uses sea water for cooling, research and protected areas (the 7 km Aqaba Marine Park), military and security interests. This complex situation of often conflicting interests has created the need for a stable administrative and management approach commensurate with serving all local economic sectors while preserving the sustainability of marine and coastal resources.

With reference to legislation, the implementation of the ASEZA legal framework has created a lack of clarity in terms of roles, responsibilities and authorities between ASEZA and other Government of Jordan (GoJ) ministries, specifically the Ministry of Environment. Additionally, in terms of governance, local community-based organizations (CBOs) and local Aqaba-based media are directly funded by ASEZA, thus creating conflict of interests and reducing these organizations' ability to advocate for local citizens' rights.

To address the herewith identified legal, governance, economic and environmental issues, JREDS believed that an integrated coastal zone management approach is ideally suited to effectively and sustainably manage the coast of Aqaba.

B. ORGANIZATIONAL OVERVIEW

The Royal Marine Conservation Society of Jordan (JREDS) was founded in 1993 by a group of concerned ecological divers, headed by HRH Princess Basma bint Ali to protect Aqaba's marine life from further degradation. In August 1995, JREDS registered with the Ministry of Interior as the first specialized Jordanian non-profit, nongovernmental organization dedicated to the conservation of the marine ecosystems and sustainable use of marine resources.

JREDS' mission is "to contribute to the conservation and sustainable use of the marine environment in Jordan through conservation, outreach, advocacy, and sustainable development programs, and enhance the present and future availability of Jordan's marine resources for the benefit and enjoyment of future generations." To realize its mission, the organization has devised these strategic directions:

- ✚ Develop and implement marine conservation programs.
- ✚ Involve and empower the community in marine conservation efforts through education and awareness programs, with special emphasis on the youth.
- ✚ Contribute to the efforts of sustainable use of the marine environment in Jordan through integrating environmental conservation with socio-economic development.
- ✚ Develop and implement environmental advocacy programs through networking with national, regional and global partners.
- ✚ Develop the institutional, technical and financial capacity of JREDS to maximize brand quality.

JREDS' programs aim to promote sustainable management of natural marine resources, raising public awareness, encouraging community participation, and conducting environmental research and monitoring programs. JREDS carries out regular beach and underwater cleanup programs, organizes community awareness and public education programs. In coordination with other NGOs and programs, JREDS has taken part in coral reef monitoring, turtle surveys, water conservation and other environmental campaigns in Aqaba such as litter reduction.

C. PROJECT SUMMARY

JREDS has implemented over the years a number of environmental protection and advocacy initiatives that built the foundation for an integrated approach to coastal zone management. The "Integrated Coastal Zone Management: The Approach for Development and Growth" project funded by USAID CIS is a continuance and further development of JREDS advocacy efforts for the implementation of an integrated coastal zone management in the Gulf of Aqaba. JREDS ICZM project was funded with a two-phased grant awards:

ICZM Phase I - June 2015 to August 2016: The main objective of phase I "was to strengthen the role of institutions and to demonstrate their responsibilities in the implementation of ICZM". This phase was implemented via three main components:

- (1) Understanding the current coastal management through the collection of available legislative, legal and administrative information and implementation of an integrated analysis of ICZM relevant stakeholders. The project conducted research and directed meetings and dialogue sessions with the identified ICZM stakeholders in Aqaba -governmental institutions, private sector organizations, CSOs, academia, international organizations, donors and local community- to discuss best practices for coastal zone management. An As-Is Situational Analysis emerged out of this research. This analysis delineated stakeholders' roles, responsibilities and areas of governance in ICZM and elucidated stakeholders' rights and the current governance system and management strategies as related to ICZM. The project analytical research assisted in the development of a comprehensive database that defined governance and management systems in Aqaba and analyzed the interests and power/influence of each of the ICZM stakeholders.
- (2) Implementing a capacity building program to enhance institutional capacities of stakeholders and to develop partnerships for an improved management of the coastal zone. The JREDS project delivered a comprehensive training workshop in good governance, advocacy, institutional analysis and integrated coastal zone management for 30 identified ICZM stakeholders. The capacity building program aimed to provide stakeholders with the knowledge necessary to facilitate their input to the content development of an ICZM guidelines, and to enable them implement institutional change within their own organizations.
- (3) Drafting, with the participation of all ICZM stakeholders of a comprehensive guidelines for integrated coastal zone management. The ICZM guidelines were produced utilizing the initial analysis study, project research into applicable laws and regulations, and the input and feedback of relevant stakeholders. The ICZM guidelines explain the exclusivity of Aqaba as the only coastal city in Jordan, describe the coast rich marine life, highlight the challenges and developmental needs to maintain this unique seafront, and provide a road map for all stakeholders to actively assume their roles in managing the Aqaba coastline. The ICZM guidelines were produced in both Arabic and English language, published and registered in the national library under an international ISBN number.

Phase I activities also included an advocacy training for 9 media professionals to enhance the media's coverage of environmentally related issues; an advocacy training for women CBOs to engage them in

providing community input to the ICZM guidelines and advocate for ICZM environmental issues; and production of a media analysis study for the Aqaba Special Zone that analyzed the volume and quality of environmental news and the role of the media in covering environmental issues in Aqaba.

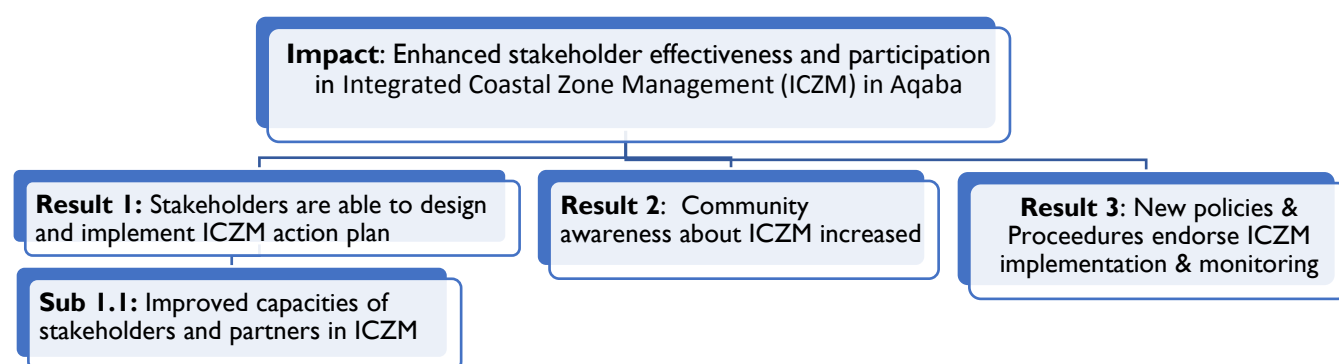
ICZM Phase II - January 2017 to February 2018: JREDS built on the outcomes of Phase I to draft a comprehensive coastal management action plan with defined roles and responsibilities for the concerned parties and to draft the ICZM bylaws. Phase II also entailed capacity building of relevant stakeholders in strategic and action planning to contribute, with the support of technical experts, to the development of the ICZM Action Plan and Bylaws. Both of these documents were later submitted to ASEZA to be adopted for potential implementation.

Throughout implementation of phase I and II, the project has engaged with a wide range of stakeholders from governmental agencies, private management organizations in Aqaba and Amman, Media, CBOs, youth, women, persons with disabilities and local community leaders to promote the concepts of ICZM and to strengthen their role in the integrated management of the Aqaba coastline areas.

The main outcomes of the JREDS ICZM project can be summed up as follows:

- ✓ A computerized database and analysis of the governance and management system in Aqaba
- ✓ ICZM Guidelines;
- ✓ Capacity building of relevant stakeholders in good governance, advocacy, institutional analysis and integrated coastal zone management, strategic and action planning;
- ✓ Integrated Coastal Management Action Plan;
- ✓ ICZM Bylaws;
- ✓ Media analysis report.

Figure I: JREDS Combined Results Framework for Phases I and II



III. PURPOSE OF THE EVALUATION

A. EVALUATION PURPOSE

The purpose of this summative evaluation is to provide an independent assessment of JREDS' CIS funded project "Integrated Coastal Zone Management (ICZM): The Approach for Development and Growth" implemented in two phases from June 2015 till February 2018. Specifically, this evaluation aims to provide JREDS and USAID CIS with an-depth assessment of the project' relevance, appropriateness, coherence, effectiveness, impact and sustainability for lessons learned and practical recommendations for future governance initiatives in integrated coastal zone management.

Based on the evaluation Scope of Work (SoW) and inception report, the evaluation assessment will address the following subject matters:

- A. To assess** the *relevance, appropriateness and coherence* of JREDS project' goal and objectives in the context of Jordan national and institutional framework, organizational mandate and stakeholders' needs at the sub-national level.
- B. To assess** the *effectiveness* of the ICZM project' intervention logic, process elements and project outputs (guidelines, capacity building, stakeholders' engagement, legal framework, and action planning) on the achievement of the project objectives.
- C. To identify** challenges faced by the project teams in achieving the project' objectives.
- D. To assess** project' contribution to long-term change in institutionalizing ICZM among stakeholders in Aqaba.
- E. To provide lessons learned and recommendations** to build and expand on the achievements of JREDS ICZM project for institutionalizing Integrated Coastal Zone Management in Aqaba.

B. EVALUATION QUESTIONS

The evaluation subject matters provided the framework for this evaluation assessment. This framework is further explained with the detailed evaluation questions listed in Table I that follows:

TABLE I: EVALUATION QUESTIONS	
RELEVANCE, APPROPRIATENESS, COHERENCE	
A. To assess the <i>relevance, appropriateness and coherence</i> of JREDS project' goal and objectives in the context of Jordan national and institutional framework, organizational mandate and stakeholders' needs at the subnational level.	
1.	To what extent were the JREDS project' goal and objectives relevant and strategic within the context?
2.	To what extent was the project relevant and applicable in the context of the governance model in the city of Aqaba / ASEZA?
3.	Were there any other factors that should have been taken into account when designing the project?
4.	To what extent did the project adapt to address challenges of the operational context?
	<ul style="list-style-type: none">○ Relevant to stakeholder's needs and based on assessment of gaps○ Appropriate assumptions and consideration of risks, challenges and potential negative consequences○ Coherent with GoJ international obligations○ Coherent with the Aqaba region legal framework, policies, and strategies○ Consistent with JREDS organizational mandate

	<ul style="list-style-type: none"> ○ Consideration of Human Rights principles, Gender Equality and inclusion of marginalized constituencies.
EFFECTIVENESS	
B. To assess the <i>effectiveness</i> of the ICZM project' intervention logic, process elements and project outputs (guidelines, capacity building, stakeholders' engagement, legal framework, and action planning) on the achievement of the project objectives.	
C. To identify challenges faced by the project teams in achieving the project' objectives.	
5.	To what extent was JREDS effective in the achievement of planned outputs and outcomes (taking into account legislative/policy, and institutional aspects)?
6.	Was the project strategy (ICZM guidelines, capacity building, stakeholders' engagement, ICZM Bylaws, and action planning) effective in achieving the desired results? What were challenges faced during the implementation of the project? To what extent did the project contribute to the institutionalization of Integrated Coastal Zone Management among stakeholders?
7.	To what extent did the capacity building component of the project contribute to the overall strengthening of stakeholder capacity to design and implement ICZM?
8.	To what extent was the project successful in enhancing cooperation and communication between stakeholders at the local and national level?
9.	To what extent were key stakeholders satisfied with the results of the project? And how?
10.	To what extent was the project effective in enhancing women participation and effectively engaging marginalized groups?
11.	What were the unintended positive/negative results, with particular regards to compliance with "do no harm" principles?
SUSTAINABILITY	
D. To assess project' contribution to long-term change in institutionalizing ICZM among stakeholders in Aqaba.	
12.	What examples demonstrate sustainable change within the primary stakeholder groups- particularly the Special Economic Zone Authority- ASEZA
13.	What is the likelihood that the benefits from the program will be maintained beyond the end of the project? Why and why not?
14.	What specific skills gained by stakeholders are likely to be maintained in the longer term?
15.	What is the likelihood that the ICZM Model is successfully replicated at the national level in different environments as an integrated sustainable management model?
16.	To what extent did the CIS grant strengthen JREDS organizational position and self-efficacy? <ul style="list-style-type: none"> ○ Managerial and technical capacity to implement effective programs ○ Confidence in and ability to influence (external) decision-making ○ Confidence in and ability to engage effectively stakeholders
LESSONS LEARNED AND RECOMMENDATIONS	
E. To provide lessons learned and recommendations to build and expand on the achievements of JREDS ICZM project for institutionalizing Integrated Coastal Zone Management in Aqaba.	

IV. RESEARCH DESIGN AND EVALUATION METHODS

A. EVALUATION METHODS

JREDS project evaluation utilized a mixed-methods approach to collect data from primary and secondary sources identified in consultation with JREDS and USAID CIS. The evaluation data collection methods were primarily qualitative comprising a desk review, key informant interviews (KIIs), group interviews (GIs) and focus group discussions (FGDs). Primary and secondary data collection methods included the following:

Desk review of project' documents comprised JREDS grants' description; project work plans; quarterly progress reports; M&E statistics; end-of-grants' reports; legal and environmental laws, policies and applicable regulations; JREDS ICAT assessment, project' produced reports such as: ICZM Guidelines, By-laws, Action Plan, Stakeholders' Analysis and other research and internal documents as relevant to the evaluation data analysis needs. The full list of the desk review documents is provided in the annex section of this report.

Group Interviews were implemented with CIS and JREDS project leadership and staff. Guided by a semi-structured group interview guide, GIs facilitated information sharing and open discussions of the evaluation questions with a group of staff similarly involved in the project but from different aspects. GIs implemented with CIS and JREDS collected data from different perspectives on the same evaluation question and enabled analysis of the rationale underlying concurrences and or differences of opinions on the same issue.

Key Informant Interviews were conducted with representatives of ASEZA, ADC, national ministries, media professionals and project's consultants. Interviewees were selected based on their experience of, and participation in key interventions under the project. Key informant interviews provided qualitative data from a variety of sources and enabled an in-depth understanding of the issues under consideration from the different stakeholders' perspectives.

Focus Group Discussions were conducted with representatives of Aqaba based institutions and organizations who participated in the project activities and / or attended one or more of the capacity building workshops. FGD participants were selected in coordination with USAID CIS and JREDS to include participants in key interventions under the project and representation of the ICZM stakeholders' sectors, gender and local CBOs. Focus group discussions explored participants' feedback on the relevant evaluation questions and aimed to capture the input of individuals from different organizations and technical backgrounds.

In summary, data collection targeted in addition to CIS and JREDS staff, individuals and organizations that attended the project capacity building trainings, shared in the development of the ICZM guidelines, Action Plan and Bylaws, government institutions and private organizations directly concerned and affected by the integrated coastal management of Aqaba.

B. EVALUATION PROCESS

The evaluation employed participatory approaches to generate active involvement of USAID CIS, the grantee' and project' relevant stakeholders in sharing perspectives, opinions and viewpoints with regards to the evaluation questions. The evaluation participatory methods aimed to strengthen grantee capacity, promote learning and insure buy-in and ownership of the evaluation findings.

The evaluation process was implemented in three distinct phases: The design phase consisted of planning the evaluation undertaking, drafting the evaluation framework and questions, identifying the evaluation stakeholders to be targeted, selecting the evaluation methods, and drafting the data collection tools, -

interview and focus groups discussion guides. Desk review of the project documents in addition to the team and grantee planning meetings (remote by Skype) with USAID CIS and JREDS have enabled the design of the JREDS project evaluation. The evaluation design phase concluded with USAID CIS comments and final approval of the evaluation inception report and data collection tools.

The data collection phase consisted primarily of implementing the data collection plan as designed in the approved inception report with minor variations. Data collection entailed implementation of the planned key informant interviews, group interviews and focus group discussions with the identified project stakeholders in Amman and Aqaba. Overall, the evaluation was able to meet and interview a total of 37 individuals as follows¹:

- JREDS staff: 5
- USAID CIS staff: 6
- Project consultants: 4
- ASEZA and ADC staff: 6
- Ministries + Media: 2
- ICZM local stakeholders/sectors: 4 focus groups with a total of 14 participants

The data collection phase started on May 27 and concluded on June 12 with a presentation and discussion of the preliminary evaluation findings with JREDS and USAID CIS relevant staff.

The evaluation data analysis phase started progressively with the desk review documents. Once all information and data have been collected, a systematic organization, comparison and synthesis process was undertaken. The analysis covered what the data is revealing about each of the evaluation questions triangulating in the process information generated from primary and secondary sources with input from diverse stakeholders to ensure evidence based findings. Comparative analysis of before and after was applied to determine changes, results that can be attributed to the project interventions. Findings for each of the evaluation main questions were then clustered to draw conclusions, assess lessons learned and propose recommendations for potential future initiatives.

C. LIMITATIONS

Due earlier scheduling conflict, the data collection period had to be implemented during the month of Ramadan where working hours are shorter and some of the project stakeholders might not be available for meetings or interviews. To address this challenge, the evaluation had planned for an extended data collection time period and have adapted meeting schedules to take into consideration participants' shortened working hours. Thus, with minor exceptions, the evaluation was able to meet and interview the initially proposed sample of individual stakeholders and organizations.

Due to the nature of the project's interventions, the evaluation had planned and applied qualitative data collection methods. These methods collect mostly opinions, viewpoints and perspectives of the different stakeholders on the issues under consideration because the focus here is more on understanding rather than generalizability. To address the limitations of the qualitative methodology, the evaluation implemented validation meetings with JREDS and CIS technical monitor to validate collected data and substantiate initial data collection findings.


V. FINDINGS

¹ Detailed lists of interviewees and focus group participants in the annex section of this report

The following report section presents the evaluation findings that have emerged in the analysis phase. These findings are organized and presented under the evaluation criteria of relevance, effectiveness and sustainability and structured to respond to the evaluation questions and sub-questions.

A. RELEVANCE, APPROPRIATENESS, COHERENCE

Relevance refers to the extent to which project' interventions were relevant, coherent and appropriate to the needs, priorities and operational context of the project' target region and stakeholders. The evaluation data analysis under relevance resulted in the following summary findings:

 **JREDS project goal “to promote, advocate and support for an integrated coastal zone management approach” is very relevant to the context of the Aqaba Special Economic Zone.** To recall, the ICZM project aims “to promote, advocate and support for an Integrated Coastal Zone Management approach to reduce the negative environmental impact of accelerated development in the Gulf of Aqaba.” The Gulf of Aqaba and more specifically the Aqaba Special Economic Zone (ASEZ) enjoys unique geographic, legal, economic and environmental characteristics which are quite different from other regions of Jordan.

On the geographic level, Aqaba's location on the Gulf of Aqaba offers Jordan its sole access to the seas and thus the city is of strategic significance to the country maritime shipping and international trade. Additionally, Aqaba's location on the Gulf of Aqaba, in close proximity to the coastal borders of three other countries -Egypt, Israel and Saudi Arabia- imposes a military presence and consequent security measures.

On the legal level, the Aqaba Special Economic Zone is administered by the Aqaba Special Economic Zone Authority. ASEZA is a financially and administratively autonomous institution supervised by a “Board of Commissioners” appointed by the Council of Ministers and approved by the King. ASEZA's board reports to and is under the direct authority of the Prime Minister. Instituted in 2000, ASEZA's law number 32 specifically Article 43b requires the institutionalization of a specific administrative system for the Aqaba coastal zone -to include adjacent coastal land and sea areas. This administrative regulation of the Aqaba coastal zone had yet to be drafted.

On the economic level, several national and local, private and public economic interests and uses intersect in Aqaba, the most relevant of which are: Ports and shipping activities; heavy industries that uses sea water for cooling; large scale tourism investments such as Ayla Oasis, Saraya Aqaba, Marsa Zayed, and several five-star hotels; small marine related businesses such as diving centers, glass boats and pleasure boats , professional fishing...etc.

On the environmental level, the Aqaba coastal zone is endowed with a high diversity of marine life that includes fish resources -more than 510 species of 19 different kinds of fish-, coral reefs -over 127 species of hard corals recorded in the Jordanian waters-, sea turtles -several kinds recorded locally in several diving zones²-, sea grasses and algae (fish breeding ground). The rich diversity of marine life in the Gulf of Aqaba is at risk from increased human uses, and economic and infrastructural activities.

Considering the above factors, mainly the multiplicity of economic interests and users, the limited length of the Aqaba shoreline (only 27 km) and the endangered marine ecosystem, an integrated management approach is very much needed as it will facilitate management of multiple and often conflicting interests in an integrated, all-encompassing participatory manner. Last but not least, the ASEZA law calls for such a regulatory framework to manage the Aqaba coastal zone, and thus provides an excellent opportunity to

² The National Guide to Integrated Coastal Zone Management, Aqaba – Jordan 2016, JREDS.

institutionalize JREDS proposed ICZM approach to developing the coastal zone in an environmentally sustainable manner.

Finally, it is important to note at this point that ICZM as a concept and management approach is not new to Aqaba. Working with ASEZA, the UNDP project “*Mainstreaming Marine Biodiversity Conservation into Coastal Zone Management in Aqaba*” had a relatively comparable project objective to the JREDS ICZM. The UNDP project (2011-2015) main goal was “*to mainstream biodiversity conservation in order to promote more effective and integrated management of the coastal zone in the Aqaba Special Economic Zone.*” One of the reports produced by UNDP under this project, -the “Jordan ICZM Country Report 2014, Towards Sustainable Coastal Zone Development”, -that monitored and evaluated ASEZA’s progress in coastal zone management, had proposed recommendations on the ASEZA ICZM institutional framework along the line of interventions covered in the JREDS ICZM project.

To sum it up, JREDS project goal “to promote, advocate and support for an integrated coastal zone management approach” is very relevant to the Aqaba Special Economic Zone as it responds to a need for a regulatory and management framework that ought to manage a sustainable integration of economic interests with environmental conservation of limited marine resources.

✚ **JREDS ICZM project is relevant to the governance model in ASEZ but its applicability relies to a great extent on the leadership of ASEZA, which can change.** The peculiarity of ASEZ is in having one administrative authority. ASEZA holds both powers that are devolved to municipal authorities³, and those enjoyed by state administrations. The ASEZA’s board is composed of five commissions one of which is the environmental commission which is the leading entity within ASZEA in charge of environmental affairs.

Having one administrative authority usually facilitates the implementation of projects and programs. On the other hand, ICZM programs require a high degree of participation and consultations with stakeholders and local communities especially those who utilize the coastal resources, and eventually would be greatly affected by any new regulations or procedures. Though ASEZA is ‘in principle’ open to participatory consultations, evidenced for example by JREDS participation in the Marine Park Committee⁴ and other committees, this attitude is really dependent on the current leadership in ASEZA, which can change depending on the appointed commissioner or board of commissioners. JREDS through the ICZM project has identified all relevant stakeholders and implemented extensive consultations to collect their feedback on the ICZM guidelines and action plan. Conversely, ASEZA, being the institutional partner for ICZM, is not very open at present to implement such a consultative process is. In summary, JREDS ICZM project is relevant to the governance model in ASEZ but its applicability relies to a great extent on the leadership of ASEZA, which can change through the appointment of new commissioners.

✚ **Assessment of needs / gaps / project legal and governance context was undertaken in phase I as part of project’ activities rather than as the base for project design.** The ICZM project was implemented in two distinct phases: Phase I focused on research, identification and analysis of ICZM relevant stakeholders followed by a training and dialogue process which ultimately led to the development of the ICZM guidelines. Phase I also involved research and analysis of media coverage and effectiveness in supporting advocacy for environmental issues. Phase II of the ICZM project was based on the findings and results of the work done in Phase I, and involved the drafting of an ICZM regulatory and management framework implemented through a participatory process of training and dialogue sessions

³ Following the new decentralization law, a Governorate Council ‘Majless El Mouhafaza’ was elected for Aqaba though it remains without specific authority since the ‘municipal’ role was taken over by ASEZA.

⁴ This committee is pending since 2012.

with the relevant ICZM stakeholders. The evaluation assessment into the *relevance of the project goal and objectives to the needs of the project stakeholders* resulted in the following findings:

- ✓ The project idea in phase one was built on JREDS participation in a regional training program funded by SIDA of Sweden, aiming to instill knowledge and potential applications of ICZM principles in participants from government, private, academia and non-governmental sector. Rather than implementing a structured needs assessment to design project interventions in phase I, JREDS developed the project intervention logic based on the learning acquired during the SIDA training coupled with their extensive knowledge of outstanding environmental issues in Aqaba. This lack of a 'needs-based' and 'context analysis' project design resulted ultimately in some unrealistic expectations such as "change management" and 'enabling coordination' between ASEZA and national ministries, issues that the project was not able to deliver on.
- ✓ The design of project interventions in Phase II was built on the research results (stakeholders' analysis and ICZM guidelines) and learning acquired in Phase I, added to the implementation of a structured problem analysis session with the assistance of USAID CIS staff. This needs/gaps – problem analysis based approach led to more relevant project activities such as the development of the ICZM By-laws that cover a gap in ASEZA regulatory framework and ICZM Action Plan to guide the management of ICZM future interventions in Aqaba.

✚ **Capacity building interventions were based on 'the participation needs' of the project rather than the training needs of the stakeholders.** With reference to capacity building of stakeholders, the project did not implement an assessment of the participants', individual or institutional, gaps or needs for capacity building prior to the implementation of the training workshops. Contrariwise, the project seemingly has selected the training topics, designed and implemented the training workshops mainly for the purpose of engaging stakeholders in a participatory process and enabling them to provide input to the development of the ICZM resources. This is evident in the project progress reports and was also confirmed during the evaluation interviews. Effectively, the project training workshops have achieved the purpose of engaging ICZM stakeholders in a participatory process but had a very limited impact in building capacities as initially anticipated under the project objectives.

✚ **The ICZM project goal and objectives are coherent with JREDS organizational mandate, appropriate to Aqaba legal framework and consistent with Jordan international obligations**


JREDS ICZM project is appropriate and coherent with JREDS organizational mandate. The ICZM project is concerned with enabling a regulatory and management system for economic development in Aqaba that also addresses the rights of all stakeholders and integrates environmental concerns specifically the protection of marine ecosystems. As an organization, JREDS is ideally suited and well positioned to undertake such a project for the following reasons:

- ✓ JREDS is the only specialized non-governmental organization "dedicated to the conservation of the marine ecosystems and sustainable use of marine resources" and as such protection of the marine ecosystems is part of its organizational mandate.
- ✓ Throughout the past years, JREDS managed to build an extensive network of relationships with the Aqaba community and within ASEZA, and as such the organization is well positioned to bring together the wide variety of stakeholders involved in ICZM.
- ✓ JREDS has the adequate expertise and appropriate knowledge of environmental issues in Aqaba and thus the organization is uniquely positioned to advocate for a management approach that integrates environmental concerns.

Finally, it is important to note here that JREDS is highly regarded and well positioned as an environmental protection NGO in Aqaba with the various stakeholders ... a fact that greatly facilitated its work and project support for ICZM

JREDS ICZM project is appropriate with Aqaba legal framework. Noted earlier, the Aqaba Special Economic Zone is regulated by ASEZA, a financially and administratively autonomous institution empowered with administrative, fiscal, regulatory and economic responsibilities. ASEZA as the main institutional partner for ICZM in Aqaba, is increasingly faced with the challenge of maintaining a balance between economic development in the zone and the integrity of the marine resources and coastal systems. On the policy framework, ASEZA's law number 32 specifically Article 43b requires the institutionalization of a specific administrative system for the Aqaba coastal zone -to include adjacent coastal land and sea areas. Hence, JREDS ICZM project is appropriate and coherent with the administrative policies and procedures of ICZM main institutional partner namely ASEZA.

JREDS ICZM project is coherent with the GoJ international obligations. JREDS project aims at mainstreaming biodiversity conservation in order to promote more effective and integrated management of the coastal zone in the Aqaba Special Economic Zone. The project aim is consistent with the GoJ international obligations as Jordan is a signatory of the United Nations Convention on Biological Diversity (CBD 1994). This convention requires parties to take conservation and sustainable use of biological resources into account when making policy decisions. Required measures under this convention include the establishment of protected areas, the identification and monitoring of biological diversity components and potentially adverse effects on those components. JREDS ICZM project is also consistent with the recommendations of the third national communication report submitted to the United Nations Climate Change Program.

 **Within the limits of the project intervention framework, JREDS has applied due consideration to HRBA principles, gender equality and inclusion of marginalized constituencies in programing.** Human Rights principles, Gender Equality and inclusion of marginalized constituencies are core values to be integrated in all of USAID programing. As such, the evaluation endeavored to appraise the extent to which JREDS had integrated these principles in its ICZM project programing and implementation. To frame the evaluation analysis, we're introducing herewith a summary definition of these principles:

A Human Rights-Based Approach (HRBA) is a conceptual framework for the process of human development that is based on international human rights standards and directed to promoting and protecting human rights. Under a human rights-based approach, the plans, policies and processes of development are anchored in a system of international human rights and obligations. HRBA leads to better and more sustainable development outcomes by empowering people themselves— especially the most marginalized—to participate in policy formulation and hold accountable those who have a duty to act. An essential attribute of HRBA programing is the identification of rights' holders and their entitlements and corresponding duty-bearers and their obligations, and working towards strengthening the capacities of rights-holders to make their claims and of duty-bearers to meet their obligations.

Gender Equality is the state or condition that affords women and men equal enjoyment of human rights, socially valued goods, opportunities and resources, allowing both sexes the same opportunities and potential to contribute to, and benefit from, all spheres of society -economic, political, social, and cultural. Gender equality does not mean parity in numbers, or that women and men are the same. Gender equality means that all persons, regardless of their gender, enjoy the same status in society, have the same 'rights' entitlements, enjoy the same level of respect in the community, can take advantage of the same

opportunities to make choices about their lives, and have the same amount of power to shape the outcomes of these choices.

Inclusion is about bringing people into a process in a meaningful manner. Inclusion refers to the process of creating conditions that will enable full and active participation of vulnerable and marginalized community groups in all aspects of life, including civic, social, economic, and political activities, as well as participation in decision making processes.

A human rights-based approach, inclusive development, and gender mainstreaming are complementary and mutually reinforcing. Gender mainstreaming calls for the integration of a gender perspective in development activities, with the ultimate goal of achieving gender equality. A human rights-based approach integrates international human rights standards and principles in development activities, including women's human rights and the prohibition of discrimination based on gender, disabilities or other social, economic, ethnic... criteria. Assessing the JREDS project from these perspectives we note the following:

✚ **The JREDS project implemented an inclusive process where stakeholders and marginalized groups were provided a space to have their concerns heard and taken into consideration.** The JREDS project involved research, identification and engagement of the ICZM stakeholders, inclusive of marginalized community groups (represented by women, youth and the disabled local CBOs), in a comprehensive process for the identification of their rights, interests, uses and concerns in the management of the Aqaba coastal zone resources. The project engaged with these community organizations, along with public sector institutions and private sector organizations, inviting them to participate in dialogue sessions to identify their rights and express their concerns, interests and challenges as relevant to Integrated Coastal Zone Management. In addition to their participation in providing input during the project dialogue sessions, these organizations were also asked to review and provide their feedback on the ICZM Action Plan draft document. Thus, the JREDS project has effectively implemented an inclusive process where representatives of concerned private sector and marginalized communities were provided with a 'space' to voice their concerns and to have their needs taken into consideration in the planning for the management of scarce coastal zone resources.

✚ **The JREDS project involved adequate consideration of gender equality issues as appropriate to the project intervention framework.** With reference to gender equality / gender integration, the ICZM project reported involving women as equally as men on two levels:

- ✓ On the project implementation level with the project staff and consultants: The Outreach and Advocacy program manager, ICZM Action Plan consultant, Media consultant and Legal consultant are all women who worked on providing expert input in the delivery of the project outputs and sharing in the realization of its objectives.
- ✓ On the stakeholders' level, the JREDS project involved women and women organizations in the ICZM action plan meetings and capacity building workshops. Under Phase I, the project provided a special advocacy training for women activists and women organizations to implicate this community group in providing input to the ICZM guidelines and enabling them to advocate at some later stage for coastal zone management. Thus, women as representatives of women, youth and disabled community groups, have been engaged as participants in the various project activities alongside ICZM sectors and stakeholders.

It is important to note here that the JREDS project framework is mainly concerned (at present) with policy making and strategy planning for ICZM and did not involve 'direct development assistance and benefits' to the project participants. The project training and capacity building activities were merely process steps intending to provide participants with the necessary knowledge framework to enable participation of the ICZM sectors and stakeholders' groups in the development of the ICZM resources. Thus, it seems challenging at this early stage of the ICZM process, when no immediate tangible development assistance was planned nor achieved, to appraise gender equality beyond gender inclusion

and participation in the process of developing the ICZM project resources. Still, it is relevant to point out that JREDS understanding of gender equality in development programming is primarily at the level of gender inclusion and parity in numbers⁵, and this perspective needs to be addressed in future interventions when gender equality is more relevant and applicable.

✚ **Some challenges / risks were not considered or underestimated (National/ASEZA, JREDS advocacy project).** Two main issues emerged during project implementation which in hindsight should have been taken into consideration at an earlier stage:

- 1- Two projects with a conflicting attitude towards ASEZA were implemented in parallel: The ICZM project requires by its very nature a cooperative attitude and supportive position from ASEZA, who basically should adopt the ICZM approach proposed by JREDS. In parallel, JREDS was implementing an advocacy project criticizing ASEZA, advocating through public campaigns and the media for ASEZA to improve maintenance and the safety of public beaches. These are two different perspectives to work with the same organization namely ASEZA. These perspectives potentially conflicted with each other and negatively affected the implementation of the ICZM project at some point.
- 2- The project attempted in Phase I to provide a coordination space between national ministries and ASEZA by way of inviting representatives of relevant ministries to attend the project training workshops and dialogue sessions. Participation of the national ministries in the training workshops created some misgivings with ASEZA representatives, as they consider ASEZA to be the only relevant authority in Aqaba. In retrospect, and though coordination issues between ASEZA and national ministries are relevant on many levels, they do not seem to have a direct relationship or potential bearing on the ICZM project objectives and thus, were not crucial within the present juncture. To note that coordination with national ministries was subsequently dropped under Phase II of the project.

✚ **JREDS / ICZM' project adapted in phase II with more realistic expectations and improved project design.** It is clear from the preceding narrative that the ICZM operational context in Aqaba is complex and challenging with conflicting interests and numerous stakeholders. Though the project has encountered the difficulties and challenges that we reported earlier, JREDS still managed to overcome the major hurdles, to correct course in Phase II and to finally manage significant outcomes in integrated coastal zone management: The ICZM Guidelines, By-Laws and the ICZM Action Plan.

B. EFFECTIVENESS

Effectiveness seeks to assess the extent to which JREDS has implemented project's planned activities, delivered intended outputs and achieved anticipated results. The evaluation analysis into project effectiveness will look into the project intervention logic and results pathways to validate outputs – results relationship and or identify intervention gaps. To analyze project effectiveness and provide answers to the evaluation questions under these criteria, the evaluation collected, analyzed, compared and triangulated data from project reports, interviews, and focus group discussions with the project relevant stakeholders. The evaluation findings into the ICZM project effectiveness are summed up here below:

✚ **JREDS / the ICZM project was effective in achieving all planned outputs.** Comparing project plans with outputs achieved, we note that JREDS have implemented all planned activities and delivered on the project anticipated outputs. Research into ICZM stakeholders has identified and analyzed all relevant stakeholders' responsibilities, interests and power of influence and prepared an ICZM stakeholders database to be referenced in other ICZM related activities. Research into existing laws, policies and regulations have collected and analyzed pertinent laws and how they intersect with ASEZA's

⁵ This perspective was evident in the project reports -gender section- and evaluation interviews.

law, environmental protection and ICZM. Research results into the applicable laws and findings from the stakeholders' analysis constituted the groundwork for the development of the ICZM guidelines. A major project deliverable, the ICZM guidelines was published and registered in the national library to provide a road map in integrated coastal zone management for Aqaba. Capacity building workshops were delivered to ICZM stakeholders to instill knowledge, and engage them in the project ICZM process. The project facilitated the formation of a committee composed of ASEZA staff who, with the support of an external legal consultant, managed the development of an ICZM By-laws to support ASEZA work in ICZM. Last but not least, the project managed, with the support of an external consultant, a participatory process that resulted in the development of an ICZM Action plan. To sum it up, JREDS/the project has effectively delivered on the project anticipated outputs.

✚ **On the project results level, the By-laws are most likely to be adopted by ASEZA as an ICZM regulatory framework.** Though the project was able to deliver on its fundamental plans, the project main results were evident mainly in the proposed management and regulatory framework for the implementation of ICZM (guidelines, action plan and By-laws). The evaluation interview with one of ASEZA's relevant decision makers revealed a limited understanding of the ICZM principles and reservations on the institutionalization of the project produced ICZM Action Plan. Most importantly, ICZM is still wrongly perceived as an environmental management activity and thus potentially in conflict with ASEZA's investment interests "we need to balance between investments and environmental protection." On the other hand, the ICZM By-laws which are likely to be adopted by ASEZA as a regulatory ICZM framework, are currently under review by a newly formed committee to ensure 'harmonization' with other ASEZA laws and regulations. The probable adoption of the By-laws is likely due to the fact that ASEZA is required under its own law, to develop such a regulatory framework for the management of the Aqaba coastal zone.

The project implemented a participatory approach to engage stakeholders and build their capacities through training and dialogues sessions based on the assumption that these trainings will enable participants to instill change within their organizations. This change was particularly anticipated (under Phase I of the project) within ASEZA, being the governmental body to be institutionally responsible for ICZM. To achieve this change, the project trainings targeted relevant senior management within ASEZA and ADC, who were then expected to implement the needed change within their institutions. The evaluation interviews with ASEZA and ADC trained staff revealed a good understanding and endorsement of the ICZM principles though the interviewees admittedly were unable to influence the current decision makers within their organizations towards adoption of the ICZM approach "we do not need training; we need to have our propositions accepted by higher up (jokingly referred to as the third floor)." On the other hand, training results varied with the other trainees / ICZM stakeholders depending on their initial level of understanding and engagement in environmental issues specifically noting the marked difference between the private tourism sector and the small enterprise sector of glass boats association, diving clubs and fishermen association. Noteworthy to mention here two main points that limited project effectiveness in the achievement of results on the adoption of ICZM as a management approach for the coast of Aqaba: First, ICZM is a process and as such it requires more than the development of the management and regulatory framework to institute the required change and second, training alone, specifically the few training days implemented under the project, are not deemed sufficient to instill and disseminate the concepts and application of ICZM principles and management approach. To sum it up, the **JREDS project provided the ground work and has laid a foundation for ICZM in Aqaba** as one ASEZA interviewee worded it "we created awareness with decision makers of the ICZM term... we put ICZM out for discussion."

✚ **Training results were limited mainly due to project insufficient planning of capacity building interventions and dispersed focus of the training topics.** Under phase I, the project delivered in February of 2016 a four days training workshop to 30 participants on the subject matters of

integrated coastal zone management, good governance, advocacy and institutional analysis. Under phase II, the project delivered in July of 2017 another four days training workshop to 24 participants on strategic action planning and communication. These were basically the capacity building events which have been planned and implemented for the ICZM stakeholders under the project. Other project events that involved ICZM stakeholders consisted mainly of meetings and dialogue sessions to identify ICZM stakeholders' rights and responsibilities and to discuss ICZM outstanding issues in Aqaba. Though these sessions along with the training workshops were instrumental in the research, analysis and development of the ICZM guidelines and Action plan, the project trainings were inadequate, considering the limited number of days and variety of topics covered, to build any meaningful capacities or for that matter a sustainable understanding of ICZM. The evaluation interviews and focus group discussions with the ICZM sectors' representatives who attended one or two of the project training workshops confirmed this analysis and also revealed the drawback of putting together individuals with different technical backgrounds and knowledge levels within the same training/dialogue meetings: Whereas representatives of the tourism and industry sector had an advanced knowledge and understanding of environmental issues and were able to discuss applicable solutions, representatives of the small enterprise sector were mainly concerned with complaining about the way their businesses are being affected by the multiplicity of other users.

✚ **The project advocacy strategy was effective to some extent with the likely adoption of the ICZM By-laws.** Though this is not an advocacy project but an official endorsement of an integrated coastal zone management regulatory and management framework by a government authority would require some convincing. JREDS indirect advocacy strategy consisted of enrolling senior management from ASEZA with the ICZM project consultative and training process, on the assumption that these senior ASEZA staff would be able to influence ASEZA into adopting the project proposed ICZM regulatory and management framework. This indirect advocacy strategy aimed at creating advocates within ASEZA to influence internal change within ASEZA. This strategy was able to deliver results to some extent, as we noted earlier reference the potential adoption of the ICZM By-laws. The challenge remains into producing an actual and effective change in ASEZA reference adoption of the ICZM participatory and consultative process approach. This will be quite challenging considering ASEZA's attitude towards giving away some of its 'authority' to others, even if it is only for consultative purposes. This change can only be achieved by working directly with the decision makers, changing their understanding and attitude towards ICZM, or alternatively advocating with higher authorities or the public to influence the change within ASEZA.

On a related note, the project implemented several meetings with parliamentarians and government officials throughout the project period, but the objective of these meetings falls more into promoting the JREDS ICZM project rather than advocacy to influence ASEZA, since ASEZA is the institutional partner for ICZM in Aqaba.

✚ **JREDS has successfully identified, analysed and organized ICZM stakeholders in Aqaba.** One of the main project contribution is the research, identification and analysis of the ICZM stakeholders. This research is important because it will constitute the basis for any future consultative process and ICZM interventions. JREDS identified the breadth of relevant ICZM stakeholders, organized them by sector: Administrative and legal sector, tourism and investment sector, small enterprise sector, security sector, local CBOs as representative of marginalized groups: women, youth and the disabled, and the media. To facilitate implementation of the participatory dialogue and consultative process, each sector nominated its own representatives to attend the training workshops and dialogue sessions. Considering the multiplicity of interests and users, and how these intersect and conflict over the use of limited resources, this research, analysis and ensuing database constitute the ground work for any future work or intervention in ICZM.

✚ **Unintended Positive Outcomes: Participatory process improved communication between stakeholders and addressed some outstanding issues.** The project applied a

participatory and inclusive process in the development of the ICZM resources. This process brought together all ICZM stakeholders on numerous occasions for training, meetings and dialogue sessions. Within the realm of this process, participants got to know each other, to establish lines of communications, to get acquainted with other rights and concerns and to grasp some of the complexities of the issues at hand. This process brought about positive though initially unintended results:

- ✓ Direct lines of communications were established between some of the stakeholders. These lines managed to resolve some day to day emergent issues such when a glass boat infringe on the area reserved for divers “now I know who to call, who to talk to deal with this problem so it does not happen again.”
- ✓ The dialogue sessions brought to light certain issues which were later on addressed or resolved such as opening new areas for diving, safe pathways to the beach for persons with disabilities...

✚ **The project uncovered the shortcomings of coordination between ASEZA and relevant ministries but these issues though limiting, are not directly related to the objectives of the ICZM project.** The project research for the development of the ICZM guidelines uncovered issues of “jurisdictional conflict between ASEZA and a number of governmental ministries”⁶. Added to this jurisdictional conflict is an apparent lack of adequate coordination measures between ASEZA and few national ministries. To elaborate on the last point, though the law has entrusted ASEZA with the jurisdictions of the Ministry of the Environment, there are areas such as Jordan’s commitments to international environmental conventions where MoE is the national liaison officer (such as the Convention on Biological Diversity), and thus the need to coordinate between the two parties. In an attempt to bridge the coordination gap, the project invited representatives from national ministries such as the MoE and MOPIC to attend the training workshops and participate in the dialogue sessions. As noted earlier, this approach created some misgivings with ASEZA representatives as they misunderstood it to be an intrusion on their authority. To note however that coordination between ASEZA and national ministries *is not directly related to the objectives that the ICZM project was aiming to achieve* and thus should not have been considered within the scope of this project in light of the drawbacks it created.

C. INSTITUTIONAL CAPACITY BUILDING-JREDS

USAID CIS grants’ award includes a provision for institutional capacity development (estimated to be 10 percent of grant amount), to be dedicated to developing the institutional capacity of the organization. The institutional capacity development process begins with an assessment of the organization capacities in seven key administrative, programmatic and financial areas (ICAT)⁷. Based on the ICAT assessment results, JREDS selects couple of organizational priority areas to be developed through the available grant budget and with USAID CIS approval, draft an action plan to implement the selected institutional improvements. Following implementation of the action plan, USAID CIS applies the ICAT assessment again to measure the change, impact of the institutional development assistance on the capacities of the organization. The CIS grant budget for institutional development provided support to JREDS for carrying out the following:

- Introduced a new payroll system to enhance the organization HR processes.
- Updated the financial system to a newer version.
- Developed JREDS profile and branding to promote the organization.
- Developed the organization new five years’ strategy (2018-2022)
- Two executive staff received a professional training in Project Management.
- Staff and volunteers received trainings in: Proposal Writing (2 days); Accounting for Non-Accountants (2 days); Human Resource Management (2 days); Communication skills (4 days); English language (3 months).

⁶ The national guide to integrated Coastal Zone Management, Aqaba-Jordan, 2016, JREDS.

⁷ Institutional capacity assessment tool (ICAT)

In addition to the institutional development budget, USAID CIS provides grantees with the opportunity to attend trainings on subject matters related to the management of the grant. Throughout the grant period, JREDS leadership and staff have attended and participated in the following CIS trainings: Gender training; Monitoring and Evaluation; Advocacy; Human Rights Based Approach (HRBA); Compliance; and Financial management.

The evaluation review of project documents, ICAT report and interviews with CIS and JREDS staff provided the following summary findings into the effectiveness of USAID CIS institutional development assistance:

✚ **Measured change in JREDS institutional development score as the organization is already in the 'strong' category rating.** JREDS ICAT overall score improved from 4.17 in 2015 to 4.35 (out of a maximum of 5) in 2018, with the most noticeable improvements in the key areas of Program Management and Human Resources Management. Additionally, JREDS category rating in the 7 key areas (administrative, programmatic, financial...) improved from 5/7 in the strong category rating to a 7/7 strong rating for all seven key areas.

✚ **Improved grant management compliance and project management skills:** Both CIS and JREDS staff reported improvements in JREDS staff understanding, skills and application of project management, grant procurement and compliance requirements. This improvement is due to CIS direct training in the subject matters but most importantly to the results of the indirect training gained by way of JREDS implementing the grant project and CIS monitoring "I used to dislike the three quotation offer rule till I discovered how much I was able to drive the price down when I applied it."

D. SUSTAINABILITY


Sustainability assesses the extent to which the benefits/ outcomes that resulted from the project's interventions are likely to be sustained after donor funding is withdrawn. To assess sustainability, the evaluation will look into the outcomes / results of the project and appraise the extent to which these outcomes are likely to be sustained without additional investments or project contributions.

For the purpose of our analysis, we will group project outcomes / results under two main headings: Tangible results to cover ICZM resources, reports and database and intangible results to include changes in stakeholders' knowledge, attitude and skills as a result of their participation in the project activities. The evaluation findings into the sustainability of JREDS ICZM project results is summed up here below:

✚ **JREDS has produced valuable reference documents though it seems that the By-laws are the one most likely to be institutionalized by ASEZA.** JREDS through the ICZM has produced valuable documents and analytical reports namely, the ICZM guidelines, media analysis report, stakeholders' data base and ICZM Action plan. These reports are by definition sustainable since they do not require further support or project interventions. On a further note, for these documents to have the desired impact, they need to be endorsed, institutionalized by ASEZA and referenced into future work, most notably the ICZM By-laws and the ICZM Action plan. Based on the feedback collected during the evaluation interviews with ASEZA, the By-laws which were developed with project support by a committee of six ASEZA senior legal, environmental and technical staff, is currently under review by another committee to ensure 'harmonization' with other ASEZA regulations. Thus, the By-laws are basically 'in process' with evidence pointing out to its potential adoption following the committee review. On the other hand, no comments were received from ASEZA reference their position on the ICZM Action Plan and the evaluation is assuming that the document would not be approved. Based on the above information and feedback of other stakeholders, the evaluation findings into the sustainability of the ICZM project tangible outcomes / results can be summed up as follows:

- ✓ The By-laws are most likely to be endorsed by ASEZA in the near future.

- ✓ The ICZM Guidelines and ICZM Action Plan constitute important reference documents even if they are not formally endorsed by ASEZA.

 **Awareness of ICZM is likely to be sustained with key stakeholders in addition to the indirect results of the participatory process.** Reference intangible results i.e. changes in stakeholders' knowledge, attitude and skills as a result of their participation in the project training workshops and dialogues sessions, we noted under the effectiveness analysis section that training results were limited and varied depending on the stakeholders' group. On the other hand, the project participatory process managed to achieve indirect outcomes that potentially addressed and resolved outstanding issues. Based on stakeholders' feedback in the evaluation interviews and focus group discussion sessions, the evaluation findings into the sustainability of the ICZM project intangible outcomes / results can be summed up as follows:

- ✓ Stakeholders awareness of integrated coastal zone management is likely to be sustained with some stakeholders' groups specifically those who are directly involved in managing environmental issues.
- ✓ The indirect outcomes of the participatory process, communication between concerned stakeholders, is likely to be sustained as it has provided solutions to short term issues.

On a final note, it is important to highlight over here that ICZM is a process that still requires additional investments and numerous interventions to be institutionalized / sustained as an integrated management approach for the coastal zone of Aqaba. These interventions have been identified and even prioritized in the ICZM guidelines and the UNDP 2014 report "Jordan ICZM Country Report, Towards Sustainable Coastal Zone Development". JREDS, through the ICZM project has provided a meaningful contribution to ICZM but further investments, a long term organizational commitment and possibly the involvement of other parties in conjunction with JREDS, are needed before ICZM is actually institutionalized and sustained as a management approach for the Aqaba coastal zone. It's important to highlight here that JREDS is uniquely positioned with the various international, national and local organizations to be involved in such an undertaking. However, it does not seem that JREDS, based on the evaluation interviews and JREDS newly developed organizational strategy, has plans to continue this foundational work in ICZM in the near future.

VI. LESSONS LEARNED, RECOMMENDATIONS

One of the main objectives of this end-of project evaluation is to support 'organizational learning' that can be invested in future project interventions. The evaluation analysis, findings and conclusions into the relevance, effectiveness and sustainability of JREDS "Integrated Coastal Zone Management: The Approach for Development and Growth" project has led to the following lessons learned and recommendations for future project interventions:

- An integrated coastal zone management approach is very relevant and much needed to manage the multiplicity of economic interests and users of limited resources while simultaneously mainstreaming marine biodiversity conservation into coastal zone management in the Aqaba Special Economic Zone. Future project interventions should implement needs assessment, context analysis and problem identification during the project design phase and build the project interventions on these bases *to enhance achievements of project results*.
- Capacity building interventions to focus on integrated coastal zone management, to consider gap analysis of stakeholders' knowledge, attitudes and skills in ICZM prior to designing the training,

and to deliver a comprehensive training package and follow up assessment to appraise training impact on changing knowledge and attitudes with regards to ICZM.

- ASEZA is the main institutional partner in ICZM, and thus gaining ASEZA endorsement of the ICZM approach is crucial to its institutionalization and future application as a management approach for the coastal zone of Aqaba. JREDS might want to consider project interventions aiming to change ASEZA's decision makers' wrong perception of ICZM as an environmental management activity and thus potentially in conflict with ASEZA's investment interests.
- The project participatory process provided positive though unintended outcomes by establishing lines of communication between various stakeholders and by engendering project ideas, solutions to ongoing problems that were later implemented thus resolving the issues (e.g. safe pathways for persons with disability and new diving areas). JREDS might want to consider similar *pilot* project interventions based on the participatory approach *to demonstrate* 'the principles of integrated coastal zone management', gain higher visibility and improve understanding of ICZM.
- Specific gaps and thus potential intervention areas in ICZM have been identified and prioritized in the ICZM Guidelines and the ICZM Action plan. Should JREDS decide to maintain its involvement in ICZM for the Aqaba coastal zone, then these documents should provide the basis for further depth research and project plans to continue and build on the foundational work already done through this project.

On a final note, the integrated management approach implemented by JREDS with the ICZM project shows promising signs of replicability to other regions where economic interests conflict with the protection of environmental resources. Still, as noted earlier the ICZM model has yet to be demonstrated in Aqaba prior to considering its replicability to other areas of Jordan.

VII. THE ANNEX

ANNEX I: LIST OF EVALUATION INTERVIEWS AND FOCUS GROUPS

Name	Position	Organization	Date
Staff: Royal Marine Conservation Society of Jordan			
Ehab Eid –	JREDS Executive Director	JREDS - Amman	May 18, 2018
Shireen Aqrabawi	Admin & HR Manager	JREDS - Amman	May 18, 2018
Asma Saidam	Financial Manager	JREDS - Amman	
Zeina Hamdan	Media Consultant	JREDS - Amman	May 18, 2018
Mohammad Tawaha	Marine Environment Program Manager- Aqaba Office Manager/ ICZM phase 2 manager	JREDS - Aqaba	June 3, 2018
Ebtihal Tarawneh	Outreach & Advocacy Program Manager/ ICZM Phase I	JREDS Aqaba	June 3, 2018
Staff: USAID Civic Initiatives Support Program			
Kinda Jaradat	Senior M&E Specialist	CIS Amman	May 27, 2018
Hala Ghosheh	Gender Advisor	CIS Amman	May 27, 2018
Eman Nemri	Civic Engagement Team Lead		May 27, 2018
Diala Al-Alami	Senior Technical Assistance Specialist/ Capacity building	CIS Amman	May 27, 2018
Faisal Abu Sondos	Civic Engagement Advisor/ Former JREDS Executive Director	CIS Amman	May 27, 2018
Reem Saadeh	Technical Assistance Specialist /Project management & ICAT	CIS Aqaba	June 3, 2018
Project Consultants and other interviews			
Dr. Nidal Oran	Guidelines Consultant / Phase I (Trainer on ICZM)	UNDP	May 29, 2018
Obeida Hammash	Action Plan Consultant / Phase2	----	May 29, 2018
Mona Zureiki	By-Law Legal consultant	----	June 5, 2018
Tariq Al Humeidi	Al Rai reporter (Trainer on communications too)	Al Rai Newspaper	May 31, 2018
Duaa Al Derbany	Ministry of the Environment	MoE	May 31, 2018
Luna Obeidat	Ministry of Planning and International Cooperation	MOPIC	
Aqaba Special Economic Zone Authority			
Suleiman Najadat	Environment & Region Affairs Commissioner	ASEZA	June 4, 2018
Abdallah Abu Awali	Beach Management Department Head (Received training too)	ASEZA	June 4, 2018
Dr. Ayman Suleiman	Advisor to Environment Commissioner/ Industrial Area	ASEZA	June 4, 2018
Fayez Rawashdeh	Legal Advisor	ASEZA	June 7, 2018

Khalid Abu Aisheh	Head of Planning Director	ASEZA	June 10, 2018
Amani Al Bawab	ADC- Head of Environment (Attended training too)	ADC	June 5, 2018
Focus Group Participants			
Dr. Shaker Nawafleh	Head of Fishermen Association	Focus Group 1	June 6, 2018
Mohammad Qatawneh	Head of Glass Boats Association		
Mohammad Rabee'a Al Khawaja	Aqaba Diving Association		
Shareef Elyan	Dive Center Representative		
Mutaz Yaseen (did not answer the phone calls)	Dive Center Representative		
Moamar Al Hajjaj	Navy, Civil Defense, Rangers	Focus Group 2	June 6, 2018
Nidal Hatamleh			
Malek Kafaween			
Ayat Smadi			
Israa Abu Rub			
Najat Hillawi	Local Community: CBOs, women, youth and marginalized groups	Focus Group 3	June 7, 2018
Hiyam Zeidan			
Najwa Hirz Alaah			
Imad Hamato			
Mounis Momani	Five star hotels, Ayla Oasis	Focus Group 4	June 7, 2018
Captain Abu Shaikha (did not answer the calls)			
Muhammad Mustafa (he is at Amman)			
Khaled Darweesh and Khaled Kinawi (did not come)			

ANNEX II: DOCUMENT REVIEW LIST

Project Related Documents	
	CIS Grant Summary – JREDS October 2017
	JREDS Project Summary and Results - Final (Phase I)
	ICZM Project Final Report (Phase I) covering period from 15/6/2015 to 14/8/2016
	ICZM Project Final M&E report –November 2016
	Stakeholders Analysis Table
	JREDS Project Background, Brief about ICZM and Legal Framework of the Project
	CIS Design Training Workshop: Agenda and materials
	Follow on Phase II – Problem Analysis Tree
	Follow on Phase II – Results Matrix
	Follow on Phase II – Risk Analysis Table
	Follow on Phase II – Action Plan
	Follow on Phase II – Grant Budget
	ICZM Project Progress Report (Phase II) covering period from 15/1/2017 to 28/2/2017
	ICZM Project Progress Report (Phase II) covering period from 1/3/2017 to 30/3/2017
	ICZM Project Progress Report (Phase II) covering period from 1/4/2017 to 30/4/2017
	ICZM Project Progress Report (Phase II) covering period from 1/8/2017 to 31/10/2017
	ICZM Project Progress Report (Phase II) covering period from 1/11/2017 to 31/11/2017
	ICZM Project Final Report (Phase II) covering period from 15/1/2017 to 28/2/2018
	Follow on Project Description Final
	ICZM Project Final M&E report (Phase II)
	End of Project Presentation – Follow on Grantees, JREDS ICZM (15/1/2017 – 15/4/2018)
	USAID CIS – JREDS 2nd Institutional Capacity Assessment Report - February 2017
	Media Report – Media Articles
Project Produced Reports	
	The National Guide to Integrated Coastal Zone Management Aqaba –Jordan, 2016
	Aqaba Integrated Coastal Zone Management Action Plan – Jordan, JREDS
	By-Laws - Integrated Coastal Zone Management for Aqaba Special Economic Zone (2018)
Relevant Environmental Laws and Regulations	
	ASEZA Law # 32 issued in 2000
	Environmental Impact Assessment Law # 37 issued in 2005 and other applicable environmental protection regulations
Research and Other JREDS Related Reports	
	Jordan ICZM Country Report 2014: Towards Sustainable Coastal Zone Development, UNDP
	USAID Case Study: “Integrated management of Aqaba coast advances both economic opportunities and environmental protection”
	Advocacy Legacy Tool - Civil Society Capacity Building in Jordan, JREDS 2008 – 2018
	Strategic Plan, 2018-2022, JREDS

ANNEX III: EVALUATION MATRIX – ICZM PROJECT

Evaluation Questions & Sub-Questions		Measure / Indicator of Progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence Availability / Reliability
RELEVANCE, APPROPRIATENESS, COHERENCE						
A. To assess the <i>relevance, appropriateness and coherence</i> of JREDS project' goal and objectives in the context of Jordan national and institutional framework, organizational mandate and stakeholders' needs at the subnational level.						
1.	To what extent were the JREDS project' goal and objectives relevant and strategic within the context?	- Comparison - Explanation	- Grants' documents - ICZM Guidelines, Action Plan... - CIS, JREDS staff, all project stakeholders	- Desk review - KII - GI - FGD	- Triangulation from multiple sources	Yes/Medium
2.	To what extent was the project relevant and applicable in the context of the governance model in the city of Aqaba / ASEZA?	- Comparison - Explanation	- Grants' documents - ICZM Guidelines, Action Plan... - CIS, JREDS staff, all project stakeholders	- Desk review - KII - GI - FGD	- Triangulation from multiple sources	Yes/Medium
3.	Were there any other factors that should have been taken into account when designing the project?	- Comparison	- Grants' documents - CIS, JREDS staff, project 'consultants, national ministries	- Desk review - KII - GI	- Content analysis - Triangulation from multiple sources	Yes/Medium
4.	To what extent did the project adapt to address challenges of the operational context?	- Yes/No - Analysis	- Grants' documents - CIS, JREDS staff, project 'consultants, Sectors, community	- Desk review - KII - GI - FGD	- Content analysis - Triangulation from multiple sources	Yes/Medium
	-Relevant to stakeholder's needs and based on assessment of gaps	- Comparison - Explanation	- Grants' documents - ICZM Guidelines, - CIS, JREDS staff, all project stakeholders	- Desk review - GI - KII - FGD	- Content analysis - Triangulation from multiple sources	Yes/Medium
	Consistent with JREDS organizational	- Yes/No - Comparison	- Organization strategy, mission/vision	- Desk review - GI	- Content analysis - Triangulation	Yes/High

Evaluation Questions & Sub-Questions		Measure / Indicator of Progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence Availability / Reliability
	mandate		- CIS, JREDS staff			
	- Appropriate socio-cultural sensitivity	- Explanation	- Grants' documents - CIS, JREDS staff, project 'consultants, CBOs, community	- Desk review - GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium
	-Appropriate assumptions and consideration of risks, challenges and potential negative consequences	- Comparison	- Grants' documents - CIS, JREDS staff, project 'consultants, CBOs, community, Sectors	- Desk review - KII - GI - FGD	- Triangulation from multiple sources	Yes/Medium
	- Coherent with GoJ international obligations	- Comparison - Explanation	- Grants' documents - Guidelines - CIS, JREDS staff, project 'consultants	- Desk review - KII - GI	- Content analysis - Triangulation from multiple sources	Yes/High
	- Coherent with the Aqaba region legal framework, policies, and strategies	- Yes/No - Explanation	- Grants' documents - Guidelines - CIS, JREDS staff, project 'consultants, ASEZA/ADC	- Desk review - GI - KII	- Content analysis - Triangulation from multiple sources	Yes/High
	- Consideration of Human Rights principles, Gender Equality and inclusion of marginalized constituencies.	- Comparison - Analysis	- Grants' documents - CIS, JREDS staff, project 'consultants, CBOs, community, Sectors	- Desk review - GI - KII - FGD	- Content analysis - Triangulation from multiple sources	Yes/High
EFFECTIVENESS						
B. To assess the <i>effectiveness</i> of the ICZM project' intervention logic, process elements and project outputs (guidelines, capacity building, stakeholders' engagement, legal framework, and action planning) on the achievement of the project objectives. C. To identify challenges faced by the project teams in achieving the project' objectives.						
5.	To what extent was JREDS effective in the	- Yes/No, degree of achievement	- Grants' documents	- Desk review - GI	- Content analysis - Triangulation	Yes/High

Evaluation Questions & Sub-Questions		Measure / Indicator of Progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence Availability / Reliability
	achievement of planned outputs and outcomes	- Comparison	- CIS, JREDS staff, project 'consultants,	- KII		
6.	Was the project strategy effective in achieving the desired results? What were challenges faced during the implementation of the project? To what extent did the project contribute to the institutionalization of ICZM stakeholders?	- Analysis	- Grants' documents - CIS, JREDS staff, project 'consultants, CBOs, community, Sectors, ASEZA/ADC	- Desk review - GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium
7.	To what extent did the capacity building component of the project contribute to the overall strengthening of stakeholder capacity to design and implement ICZM?	- Comparison and analysis	- CIS, JREDS staff, project 'consultants, CBOs, community, Sectors, ASEZA/ADC	- GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium
8.	To what extent was the project successful in enhancing cooperation and communication between stakeholders at the local and national level?	- Comparison and analysis	- CIS, JREDS staff, project 'consultants, CBOs, community, Sectors, ASEZA/ADC	- GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium
II.	- What were the unintended					

Evaluation Questions & Sub-Questions		Measure / Indicator of Progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence Availability / Reliability
	positive/negative results, “do no harm” principles?					
9.	To what extent were key stakeholders satisfied with the results of the project? And how?	- Comparison and analysis	- CIS, JREDS staff, CBOs, community, Sectors, ASEZA/ADC	- GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium
10.	To what extent was the project effective in enhancing women participation and effectively engaging marginalized groups?	- Comparison and analysis	- CIS, JREDS staff, CBOs, community,	- GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium
SUSTAINABILITY						
D. To assess project’ contribution to long-term change in institutionalizing ICZM among stakeholders in Aqaba.						
12.	What examples demonstrate sustainable change within the primary stakeholder groups- particularly the Special Economic Zone Authority- ASEZA	- Comparison and analysis	- CIS, JREDS staff, CBOs, community, Sectors, ASEZA/ADC	- GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium
13.	What is the likelihood that the benefits from the program will be maintained beyond the end of the project? Why and why not?	- Comparison and analysis	- CIS, JREDS staff, CBOs, community, Sectors, ASEZA/ADC	- GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium

Evaluation Questions & Sub-Questions		Measure / Indicator of Progress	Main Sources of Information	Data Collection Methods	Data Analysis Methods	Evidence Availability / Reliability
14.	What specific skills gained by stakeholders are likely to be maintained in the longer term?	- Comparison and analysis	- CIS, JREDS staff, CBOs, community, Sectors, ASEZA/ADC	- GI - KII - FGD	- Triangulation from multiple sources	Yes/Medium
15.	What is the likelihood that the ICZM Model is successfully replicated at the national level in different environments as an integrated sustainable management model?	- Analysis	- CIS, JREDS staff, Consultants, national ministries,	- KII - GI	- Triangulation	Yes/Low
16.	To what extent did the CIS grant strengthen JREDS organizational position and self-efficacy?	- Comparison and Analysis	- CIS, JREDS staff	- KII - GI	- Triangulation	Yes/Medium
LESSONS LEARNED AND RECOMMENDATIONS						
E.	To provide lessons learned and recommendations to build and expand on the achievements of JREDS ICZM project for institutionalizing Integrated Coastal Zone Management in Aqaba.	- Analysis and consensus	- CIS, JREDS staff, project consultants, CBOs, community, Sectors, ASEZA/ADC, National ministries	- KII - GI - FGD	- Triangulation	Yes/Medium