

Project Evaluation Series

[09/2022](#)

Evaluation of the project “Improving rural livelihoods, environment & green jobs opportunities in Mafraq Governorate in the Hashemite Kingdom of Jordan”

Project code: GCP/JOR/017/EC

Management response

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| Evaluation recommendation | Management response Accepted, Partially accepted or Rejected | Management plan | | | |
|---|--|---|---------------------|---|-----------------------------------|
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | Further funding required (Y or N) |
| <p>Recommendation 1.</p> <p>Looking ahead, FAO Jordan needs to invest sufficient time in developing a solid theory of change (TOC) to inform programme design.</p> <p>This needs to be grounded in a coherent context analysis considering both the national and regional contexts, and, in particular, the implications of the increasingly protracted Syrian Arab Republic crisis. Future projects and programmes in this context need to have a TOC and to develop these in a participatory process in order to be better able to identify challenges ahead, outlining potential actions to mitigate them. The process of developing the TOC needs to be a useful exercise in itself together with key partners. Grounding the TOC in a coherent context analysis should also help FAO avoid pitfalls experienced in the project. For example, in this project the context analysis could have further investigated the existing cultural and social barriers to changing mindsets on the use of municipal waste for compost production, which, in turn, could inform the development of a coherent advocacy strategy. If a thorough context analysis had been conducted prior to project implementation, FAO may have had a better grasp on the depth of opposition to the use of municipal solid waste in compost production and so adapted project activities accordingly, such as prioritizing advocacy earlier on.</p> | Accepted | The team in charge of the second phase of the Zaatari program has developed a solid MEAL plan and allocated resources for a dedicated MEAL officer to lead the TOC exercise and train the staff. | FAO project manager | By the 1 st quarter of the new EU funded project in Jordan including the Zaatari program | No |
| <p>Recommendation 2.</p> <p>FAO should invest in the development of a comprehensive advocacy plan relating to use of municipal waste (and biosolids) and take the lead on the direction of discussions on biosolids compost production to maximize chances of a change in policy.</p> <p>Drawing on its strong relationships with the Ministry of Agriculture and the Ministry of Water and Irrigation in particular, FAO should continue to play an effective convening role, bringing together relevant stakeholders. FAO should continue and strengthen its advocacy activities, targeting relevant ministries within government to maximize chances of legislative change relating to the use of municipal waste and biosolids for compost production (Regulation #1145/2006). Investing in an advocacy expert to devise a timebound advocacy strategy with clear objectives identifying targets within and beyond government will be helpful in this regard.</p> | Accepted | FAO Jordan is trying to mobilise funds for an advocacy component at regional level. Several concept notes have been submitted to external donors. The dialogue with the relevant ministries and stakeholders is on going. | FAOJO and FAO RNE | BY Q1 2024 | Yes |

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| Looking ahead, FAO (and/or partners should conduct research into potential markets for compost. This could include an analysis of costs and quantities required to improve soil fertility, keeping the end user, that is the farmer, in mind. Market research with potential end users could be conducted to strengthen understanding of end users’ (farmers and businesses) decision-making processes and reasons underpinning compost choice: To what extent do social norms influence choices? Is cost the main consideration? | | | | | |
| <p>Recommendation 3.</p> <p>While the 50 green jobs created were a start, FAO should explore further its potential contribution to support agricultural livelihoods in Jordan. At the same time, FAO should be mindful of the skills that would enable Syrian refugees to restart their livelihoods in the event of return.</p> <p>FAO Jordan is well placed to play a more central role in strengthening the agricultural skills of Syrian refugees in Jordan, both within and beyond the camp context, building on its own comparative advantage. The presence of a sizeable number of Syrian refugees in Jordan is likely for the foreseeable future. It is well known that many refugees are engaged in some form of informal agricultural work outside the camp context in Jordan. Recognizing this, FAO could examine how it can support these refugees in getting access to decent employment and fair wages. FAO could support activities that improve Syrian refugees’ chances of earning a decent wage while in Jordan. On one level, this could involve setting up short vocational training courses on aspects of agricultural production relevant to the Jordanian context, such as pruning fruit or olive trees; capitalizing on the experiences and lessons learned by FAO Türkiye; and working with Syrian refugees in Gaziantep. Building strong relationships with the International Labour Organization (ILO) and other agencies in the livelihoods space will be important in this regard. Looking ahead, FAO could equip Syrian refugees with skills necessary to rebuild their livelihoods and galvanize the shattered economy in the Syrian Arab Republic in the event of their return. Drawing upon the suggested context analysis, Recommendation 1 will enable FAO to have a deeper understanding of what these skills are, and so tailor the content of skill-training courses provided to the needs of refugees, thereby improving their relevance and use</p> | Accepted | FAO Jordan to mobilise resources for livelihood program for refugees. This has been already achieved through a latest EU funded project (MADAD program). The project is on going and it has a specific component focused on supporting agricultural livelihoods in Jordan for refugees and host communities | FAOJO | BY Q1 2023 | Yes |

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| <p>Recommendation 4.</p> <p>FAO Jordan needs a thorough a monitoring and evaluation (M&E) plan that takes a programmatic approach. At project level, it needs to incorporate beneficiary feedback mechanisms.</p> <p>For the M&E plan, emphasis needs to look beyond activities and outputs, and focus should be placed on monitoring at outcome level. Having mechanisms that provide feedback on implementation will be key for the success of projects and programmes and allow FAO to advocate for its role and contribution in the country.</p> | Accepted | FAO Jordan is exploring the possibility of establishing a program M&e department in Amman. The team in charge of the MADAD Project (that could be considered a second phase of the Zaatari program) has developed a solid MEAL plan which incorporate beneficiary feedback mechanisms in collaboration with WFP. SoPs have been agreed with WFP to use a joint system. | FAO project manager | BY Q1 2024 | Yes |
| <p>Recommendation 5.</p> <p>FAO needs to streamline its internal processes. This is especially critical for innovative projects. A system wide process is needed through which innovative pilot projects are flagged and receive extra technical, HR or procurement support as required.</p> <p>Numerous evaluations before have highlighted the administrative and operational bottlenecks projects often face. With the creation of the new office for innovation, FAO should learn from its experience in implementing innovative projects and the hurdles these projects face. An FAO-wide system (similar to the L3 mechanism) whereby innovative projects are able to have fast-track access to technical and administrative, especially procurement support from relevant divisions/units should be a priority if supporting innovation is to be key in FAO's future work.</p> | Accepted | FAO jordan will support the HQ in streamlining innovative project in Jordan and at global level | FAOR | On going | No |

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