ANNEX C1: Twinning Fiche

Project title: Support digital transition in Jordan through Personal Data Protection and Artificial Intelligence

Beneficiary administration: The Ministry of Digital Economy and Entrepreneurship (MODEE)

Twinning Reference: JO 22 NDICI TE 01 24

Publication notice reference: EuropeAid/182049/ID/ACT/JO

EU funded project

TWINNING TOOL

1. Basic Information

1.1 Programme: NDICI-GEO-NEAR/2022/44599- Partnership Implementation Facility ("Sharaka")- Indirect management, with ex-ante control

1.2 Twinning Sector: Telecommunications

1.3 EU funded budget: EUR 1 600 000.00

2. Objectives

2.1 Overall Objective(s):

Contributing to Jordan's economic development and citizen well-being by supporting digital transition through harnessing Artificial Intelligence (AI) technologies and Personal Data Protection (PDP) measures according to the EU best practices.

2.2 Specific objectives:

- Enforce PDP measures in terms of legislative, administrative, and regulatory framework, and develop PDP Directorate's human resources capacities.
- Equip AI Directorate with effective procedures, and clear objectives to promote the deployment of AI technologies and applications in Jordan, as well as building its human resources capacities.

2.3 The elements targeted in strategic documents include the PDP Law No. (24) Of 2023, and Jordan's Artificial Intelligence Strategy and Implementation Plan 2023-2027.

3. Description

3.1 Background and justification:

3.1.1. Data protection

On 17 September 2023, Jordan reached a significant milestone in its journey to prioritise and safeguard data protection rights by enacting the **Personal Data Protection law**. As per the provisions of this law, a dedicated 6-month transition period is stipulated for establishing an enforcement framework encompassing capacity building and finalisation of all legislative matters including regulations, instructions, and standards. It further encompasses the establishment of digital infrastructure like complaint mechanisms and the official website. A main component of this period is the establishment of the PDP Unit, a dedicated monitoring body to oversee PDP compliance in Jordan. Additionally, the law stipulates the establishment of a supervisory authority referred to as the PDP Council, which will oversee the PDP Unit's operations.

Historically, the landscape of data protection in Jordan has been minimalistic. Any references to data protection rights were scattered and only briefly touched upon in select legislations, such as the Central Bank Law No. (23) of 1971and its amendments and the Banks Law No. (28) of 2000 and its amendments, among a few others. This clearly underscores the absence of a holistic and robust mechanism or framework dedicated to the protection of data rights in Jordan.

Currently, the PDP Unit is vested with ensuring the right to data protection, by way of the following roles and responsibilities:

- Preparing drafts of legislation and instructions related to Data Protection and submitting them to the Council.
- Receiving notifications and complaints related to violations of the provisions of the PDP law, and the regulations and instructions issued pursuant to it, investigating them, and recommending appropriate decisions to the Council.

- Monitoring compliance with the provisions of this law, the regulations, and instructions issued pursuant to it.
- Establishing a registry that includes records of Controllers, Processors, and Data Protection Officers, and supervising and organizing it according to instructions issued by the Council for this purpose.
- Preparing the annual report on The Unit's activities and submitting it to the Council for approval.

As the European Union has pioneered and implemented a robust framework around this issue, and prioritises its significance within the European culture, consultation and learning from experiences would be greatly beneficial to setting up a similarly robust framework and promoting a culture of data protection in Jordan. This is necessary for the legislative and organizational framework phases (first 6 months after publication date), working with affected parties and stakeholders during the 12 months following the effective date, and the initial phase of compliance monitoring.

3.1.2 Artificial Intelligence
The Jordanian Artificial Intelligence Policy of 2020 approved by Cabinet Decision No 659 dated 20-12-2022, requires the development of a general strategic framework to promote artificial intelligence in the Kingdom's priority economic sectors.
In October 2022, Jordan passed the National Artificial Intelligence Strategy into place and was approved by the Cabinet. Jordan's Artificial Intelligence Strategy and Implementation Plan of 2023-2027 is an extension to the AI policy (i.e. Jordan's Artificial Intelligence Policy 2020) regulating digital transformation and digital technology that have been developed by the government, in line with and keeping pace with the global trends for the adoption of Artificial Intelligence. This strategy (and its roadmap for implementation) was developed through technical assistance from the EU Innovate Jordan Programme. (Full Title: EU "Innovation for Enterprise Jobs and Growth" Project). The strategy consists of 68 projects across 12 priority sectors (Digital government services; Health; Education; Energy; Water; Agriculture; Transport; Telecommunications; SMART Cities/Traffic; Cyber-security; and Finance), the projects in the implementation plan are in two groups serving two purposes:

- The first group focuses on building the AI ecosystem in Jordan.
- The second is a group of practical, applied projects focusing on the development of AI in the public and priority sectors.
- The strategy aims to:
- Build capacities and develop Jordanian skills and expertise in the field of AI
- Encourage scientific research
- Enhance the investment and entrepreneurship environment
- Ensure the legislative and regulatory environment that supports the safe deployment of AI
- Apply AI tools to raise the efficiency of the public sector and priority sectors

The introduction of the strategy has raised Jordan to the rank of 63 (out of 181) on the 2022 AI Government Readiness Index by Oxford from a position of 80 (out of 160) on the previous year 2021 AI Government Readiness Index, In the latest 2023 AI Government Readiness Index, Jordan's ranking further improved to 55th out of 193.

Developing the strategy and roadmap is only the starting point of the Journey. The roadmap consists of a 5-year implementation plan, which is supervised by AI Division within the Ministry of Digital Economy and Entrepreneurship (MODEE). It is the ambition of the Ministry, which will have the capacity to map, facilitate, monitor, enable and report on strategy implementation. The Ministry expects to be supported by a 24-month resident expert through a twinning initiative to help with the

implementation process, to provide guidance and insights for actions during the implementation phase, and to ensure the successful execution of the Strategy's projects.

3.1.3 Sustainable Development Goals (SDGs): The project contributes indirectly to all sustainable development goals but directly to the following goals:
- Good Health and Well Being
- Quality Education
- Clean Water and Sanitation
- Affordable and Clean Energy
- Decent Work and Economic Growth
- Industrial Innovation and Infrastructure
- Sustainable Cities and Communities
- Responsible Consumption and Production
- Life on Land
- Peace, Justice and Strong Institutions

3.2 Ongoing reforms:

Jordan's Economic Modernisation Vision centres on the slogan of "A Better Future" and is based on two strategic pillars: (i) accelerated growth through unleashing Jordan's full economic potential; (ii) improved quality of life for all citizens, while sustainability is a cornerstone of this future vision. Through the first pillar, Jordan can achieve leaps in economic growth and create job opportunities in the next decade, with the continuous growth of citizens' per capita income. Through the second pillar, it can realise significant improvement in the quality of life for Jordanians, standing at the forefront of countries in the region in this regard. The vision of economic modernization includes many initiatives, including no less than 47 initiatives related to communications, information technology, digital economy and entrepreneurship, covering 17 main and sub-sectors, so that these initiatives are reflected in 5 growth engines, which are: Future Services, Entrepreneurship and Innovation, High Value Industries, Jordan as a Global Destination, and Sustainable Resources.

AI is one of the most important emerging technologies, contributing significantly to all sectors. Artificial Intelligence rely on availability of huge amount of data that should be well protected and legally used.

As Jordan embraces digitisation, data privacy moves to a more central role. Therefore, when introducing policies for new or emerging technologies, addressing data protection rights is paramount to ensure the rights of citizens are not compromised by technological advancements. With this in mind, the Jordanian government has passed the PDP law in an effort to protect the Jordanian citizens' rights in the wake of digitisation and advancement.

Several studies and reports estimate that the contribution of AI to the global economy will increase by 5% to 25% of GDP, depending on the technological level of each country. In addition to the great role that AI plays in fostering entrepreneurship and innovation, openness to the future, and actively contributing to providing the labour market with new job opportunities, it improves the efficiency and quality of public services, lowers their cost, and expands their reach to cover all segments of society.

3.3 Linked activities:

On Data Protection, MoDEE benefits from an EU TAIEX. Furthermore, MoDEE also benefits from support under the 'South Programme V: Protecting Human Rights, Rule of Law, and Democracy through Shared Standards in the Southern Mediterranean.' This is a joint initiative between the

European Union and the Council of Europe, aiming to continue supporting democratic reforms in the Southern Mediterranean by establishing a common legal space between Europe and this region. On AI, MoDEE has been supported under the EU Innovate Jordan project to develop the National AI Strategy and Roadmap and a technical assistance have been provided in this respect. The EU Innovate Jordan project finished in January 2023 and the Ministry is seeking assistance in the implementation of the roadmap.

The EU Innovate Jordan project was carried out in collaboration with United Nations Industrial Development Organization (UNIDO) who provided external advisory support as well as support for dissemination of the strategy.

Recently, the Ministry has received support from the EU TAIEX Workshop titled 'Artificial Intelligence - Transitioning from Strategy to Execution.' in August 2023. The main objective of this workshop was to build capacity and introduce best practices for the efficient execution of AI strategies. Furthermore, this workshop played a crucial role in preparing for the twinning support initiative. In January 2024, a study visit was conducted to Finland and Estonia to facilitate the exchange of AI know-how among peers.

MoDEE and the Japan International Cooperation Agency (JICA) have started another international cooperation project titled "The Project for Promoting the Artificial Intelligence Ecosystem in the Hashemite Kingdom of Jordan." The primary purpose of the project is to operationalize a Public-Private-Academia platform for promoting the use of emerging technologies (especially AI) in Jordan and to implement 4 PoC (Proof of Concept) projects to promote AI in Jordan which will be selected from the Jordan AI Strategy.

Each sector (Education / Water/ Energy / SMART Cities etc.) involved in the Strategy have elements of individual support from various donors, royal patronage/government, etc. The project will map, coordinate and monitor support under each element and support the drafting of funding proposals to encourage the required input of additional resources to achieve the strategy.

3.4 List of applicable Union acquis/standards/norms:

- The General Data Protection Regulation (GDPR), Regulation (EU) 2016/679;
- Directive (EU) 2016/680 on the protection of natural persons regarding processing of personal data;
- Article 8(3) of the Charter of Fundamental Rights of the EU: National data protection authorities, responsible for protecting personal data in accordance with this article;
- The establishment of European Data Protection Board by the General Data Protection Regulation (GDPR);
- Regulation 2018/1725 that sets forth the rules applicable to the processing of personal data by European Union institutions, bodies, offices and agencies.
- Artificial Intelligence Act;
- Directive on Copyright in the Digital Single Market;
- Charter of Fundamental Rights of the European Union;
- Digital Services Act (DSA);
- Digital Markets Act (DMA);
- Data Governance Act;
- Open Data Directive;
- The communication from the commission to the European parliament, the European council, the council, the European economic and social committee and the committee of the regions - Artificial Intelligence for Europe;

- White Paper on Artificial Intelligence: Public consultation towards a European approach for excellence and trust;
- Commission AI innovation package to support Artificial Intelligence start-up's and SMEs;
- Published EU artificial intelligence ethics checklist ready for testing as new policy recommendations.

3.5 Components and results per component:

3.5.1 Component 1: Personal Data Protection

3.5.1.1 Result 1.1: Support to the PDP Directorate institutional development through institutional cooperation with Public Administration(s) of EU Member State(s).

Sub-result 1.1.1: Established strategic plan for the PDP Directorate that includes mechanisms for revising the legislative infrastructure, as well as a 3-year plan for the Directorate regarding goals, milestones and necessary revisions.

Sub-result 1.1.2: Strengthened organizational structure, governance and operational models of PDP Directorate in accordance with European best practices to enhance efficiency of work and structural clarity.

Sub-result 1.1.3: Strengthened technical capacity of PDP Directorate team on subjects such as receiving and investigating complaints, monitoring data safety breaches, and establishing, issuing licenses and permits, and other administrative matters.

Sub-result 1.1.4: Established Monitoring and Evaluation procedures regulating the follow-up and reporting of the PDP directorate on the implementation of the PDP law and its bylaw and guidelines.

3.5.1.2 Result 1.2: Support to enforce PDP in Jodan through institutional cooperation between the PDP Directorate and Public Administration(s) of EU Member State(s).

Sub-result 1.2.1: Programmes identified for Awareness Raising and Capacity Building in the Private and Public entities in Jordan.

Sub-result 1.2.2: Pre-emptive assessment identifying the strengths and weaknesses of the law, the legal landscape in Jordan and challenges that may be faced in enforcement.

Sub-result 1.2.3: Revision of the PDP Law, its regulations, and instructions.

Sub-result 1.2.4: Guidelines to help PDP compliance in Jordan.

Sub-result 1.2.5: Assessment of Readiness of the public and private entities.

3.5.2 Component 2: Artificial Intelligence

3.5.2.1 Result 2.1: Support to institutional capacity of the AI Directorate through institutional cooperation with Public Administration(s) of EU Member State(s).

Sub-result 2.1.1: Strengthened organizational structure, governance and operational models of AI Directorate in accordance with European best practices to enhance efficiency of work and structural clarity.

Sub-result 2.1.2: Strengthened capacity of the AI Directorate team.

Sub-result 2.1.3: Established Monitoring and Evaluation procedures regulating the follow-up and reporting of the AI directorate on the implementation of the AI strategy and the AI projects in the government.

3.5.2.2 Result 2.2: Support to the MoDEE to promote AI usage in Jordan through institutional cooperation with Public Administration(s) of EU Member State(s).

Sub-result 2.2.1: Programmes identified for Awareness raising and Capacity Building in the Public entities in Jordan.

Sub-result 2.2.2: Structure for the governance framework of AI in the government of Jordan.

Sub-result 2.2.3: Identification of AI initiatives to be implemented in different sectors that contribute to the development of the economy and to the enhancement of the citizens services.
Sub-result 2.2.4: Mechanisms for the monitoring of application of the Code of Ethics of AI in place.
Sub-result 2.2.5: Promoting investment and entrepreneurship environment in the field of AI.

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

The project will be implemented in the form of a Twinning contract between the beneficiary country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities and pool short-term experts within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all areas include in the project description.

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

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

Tasks

A high-ranking Member State (MS) official or assimilated agent who directs the implementation of the EU Twinning project and formally signs all work plan(s) and or/ any update of these.

- Overall coordination and managing of the implementation of the project in cooperation with the beneficiary country project leader.
- Ensuring sound implementation of the envisaged activities
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed.
- Coordination of MS experts' work and availability
- Providing efficient leadership of the project
- Ensuring backstopping and financial management of the project in the MS
- Participation in Steering Committee meetings
- Project reporting

Education

- University degree in economics, law, AI, ICT, international development, project management or a related field, or equivalent relevant professional experience of 6 years.

Qualifications and skills

- Proven experience in working with high-ranking officials, ensuring professional and diplomatic interactions as HE The Minster of Digital Economy in Digitalisation would be the counterpart.
- A minimum of 3 years of professional experience in leading similar projects, involving the implementation of Personal Data Protection laws or the implementation of AI strategies within the related government agencies.
- Experience in project governance and supervision.
- Experience of project management in Twinning or TAIEX is an advantage.
- Proven experience in project management, preferably in entrepreneurship, and digitization.
- Broad knowledge of Personal Data Protection Law and AI policies and strategies

Language skills

- Excellent level of English is a must.
- Working knowledge of Arabic would be an advantage.

3.6.2 Profile and tasks of the RTA:

Tasks

The RTA being an official or assimilated agent from a Member State public or semi-public administration or accepted mandated body seconded to the Beneficiary Country (BC) to coordinate the day-to-day activities of the project. RTA will be supported by the hiring of two assistants for the duration of the implementation.

- Support and coordination of all activities in the BC.
- Day to day management of the project in the beneficiary institution as well as the RTA assistants
- Coordination and assistance to the short-term experts
- Coordination of the project implementation and proposing corrective actions, if required
- Organization of visibility events (kick-off and final event)
- Organization of Steering Committee meetings
- Preparation and Participation in Steering Committee meetings and acting as its secretary.
- Overseeing and managing administrative issues (e.g. assisting in reporting, monitoring and evaluation)
- Networking with institutions relevant to this project in Jordan and in MS

Education

- University degree in economics, AI, ICT, law, international development, project management or a related field, or equivalent relevant professional experience of 5 years.

Experience

- A minimum of 3 years of specific experience in an EU MS data protection or Artificial Intelligence authority or other relevant body to support the implementation of Personal Data Protection laws or support the implementation of AI strategies.
- Experience in project management.
- Experience in implementing similar or related assistance and cooperation projects will be considered an asset.
- Broad knowledge of Personal Data Protection Law or AI policies and strategies

Language skills

- Excellent level of English is a must.
- Working knowledge of Arabic would be an advantage.
- Excellent communication skills (Report writing / presentation) and the gravitas to lead capacity building and encourage external actors to participate in the implementation of a complex programme.

3.6.3 Profile and tasks of Component Leaders:

Tasks

The experts responsible for the components will be civil servants or assimilated agents of mandated institutions working in a Member State of the European Union. They will work jointly with their counterparts designated by MODEE. They must be able to provide specialist advice and to coordinate and ensure the implementation of the activities planned in each component of the project.

Education
- University level education in a relevant discipline (e.g AI, ICT, law) or in its absence, equivalent professional experience in a related field of 8 years.

General Experience of the team of component leaders
- A minimum of 3 years of professional experience in the field of AI/PDP in the public service.
- Solid experience in cross-sector teamwork.
- Solid understanding of emerging technologies, digital infrastructure, cybersecurity, e-governance, and/or digital skills development are an asset.
- Good team-working, communication, presentation and advisory skills.
- Experience in critical analysis and report writing.

Language skills
- Fluent written and spoken English.
- Knowledge of Arabic would be an asset.

3.6.3 Profile and tasks of other short-term experts:

3.6.3.1 Short-terms experts for Component 1:

Qualifications and skills
- University degree in ICT, AI, law/economics/public administration or similar discipline relevant to personal data protection or equivalent professional experience of 5 years
- Minimum 3 years of experience in an EU MS public administration or in areas relevant to their specific assignment.
- Fluency in written and spoken English.
- Excellent communication skills (Report writing / presentation) and the gravitas to lead capacity building and encourage external actors to participate in the implementation of a complex programme.

Tasks:
- Delivering expertise under the overall responsibility of the Member State PL and the coordination and supervision of the RTA;
- Delivering support to the Beneficiary administration through specific activities in the Beneficiary country, including workshops, seminars, training sessions, meetings with officials of the Beneficiary administration, joint drafting sessions, etc;
- Preparation and reporting work, before and after their missions to the Beneficiary country.

3.6.3.1 Short-terms experts for Component 2:

Qualifications and Skills:
- A university degree in ICT, data science, artificial intelligence, or equivalent relevant professional experience in any related field.
- Minimum three years of specific experience in the implementation of a specific sector relevant to artificial intelligence (as contained within the AI Strategy and areas in which the expert will be expected to assist).
- Excellent communication skills (report writing / presentation) and the gravitas to lead capacity building and encourage external actors to participate in the implementation of a complex program.
- Fluency in English and knowledge of Arabic would be an asset.

Tasks:
- Delivering expertise under the overall responsibility of the Member State PL and the coordination and supervision of the RTA;
- Delivering support to the Beneficiary administration through specific activities in the Beneficiary country, including workshops, training sessions, meetings with officials of the Beneficiary administration, supporting implementing AI projects in specific sectors, drafting RFPs and scoping of AI projects, etc.
- Preparation and reporting work before and after their missions to the beneficiary country.

4. Budget
Maximum Budget available for the Grant is EUR 1,600,000.

5. Implementation Arrangements
5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office):
The Ministry of Planning and International Cooperation is the Contracting Authority for the twinning project under which The Programme Administration Office (PAO) is in charge of the coordination of all the related activities and the administrative management of the funding Programme. The PAO will be the responsible institution for the management of this twinning project.
Contact Details of PAO Responsible of the Contract:
Ministry of Planning and International Cooperation

Ms. Areej Alhadeed: International
International Liaison and Cooperation Officer
Programmes Administration Office
P.O. Box 555 Amman, 11118 Jordan
Tel: 00 962 6 4644466 ext. (506)
Fax: 00 962 6 4611669
Mob: 00 962 79 682 4335
Email: Areej.Alhadeed@mop.gov.jo

5.2 Institutional framework
Beneficiary administration: *The Ministry of Digital Economy and Entrepreneurship*
The Department/Directorate within the Beneficiary administration:
- *Directorate of AI and advanced technologies*
- *Directorate of Personal Data Protection*

5.3 Counterparts in the Beneficiary administration:
The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:
Ms. Maha Al-Shami
The Ministry of Digital Economy and Entrepreneurship, 8th. Circle, Bayader Wadi Al Seer, P.O Box 9903, 11191 Amman, Jordan

5.3.2 PL counterpart
The Minister of Digital Economy and Entrepreneurship
The Ministry of Digital Economy and Entrepreneurship, 8th. Circle, Bayader Wadi Al Seer, P.O Box 9903, 11191 Amman, Jordan

5.3.3 RTA counterpart
Lama Al Arabiat, Director of Artificial Intelligence,
Tawfiq Abu-Bakr, Director of Personal data Protection.
The Ministry of Digital Economy and Entrepreneurship, 8th. Circle, Bayader Wadi Al Seer, P.O Box 9903, 11191 Amman, Jordan

6. Duration of the project
The duration of the project shall be 24 months.

7. Management and reporting

7.1 Language
The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in English.

7.2 Project Steering Committee
A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalizing the interim reports, and discussing the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

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

8. Sustainability
To ensure the sustainable impact of the Twinning project and enable the successful implementation of future projects using the proposed frameworks and methodology and by building and strengthening capacity within the organization.
The achievements of a Twinning project (activities, documentations and mandatory results) should be maintained as a permanent asset to the Beneficiary administration even after the end of the Twinning project implementation. This presupposes inter alia that effective mechanisms are put in place by the Beneficiary administration to disseminate and consolidate the results of the project.

9. Crosscutting issues *(equal opportunity, environment, climate etc…)*
The AI Strategy and Roadmap covers the improvement of services for the entire population, but can be tailored where appropriate to support gender equality and support to refugees in the fields of education and employment.
There are specific elements to tackle the environment, such as a component to improve water management, which is vitally important. In addition, there is a component for energy management as well as a component for smart cities, which will reduce energy consumption and improve the efficiency of energy management, and a component for introducing AI to the agriculture sector to improve farming efficiency, crop management, etc.

10. Conditionality and sequencing

It is necessary that the senior management of the Beneficiary Institution, the Ministry of Digital Economy and Entrepreneurship, participate in the implementation of the project.

Several project activities are interdependent, depending on feedback received from target stakeholders.

Conditionality

- Appointment of counterpart personnel by the final beneficiary before the launch of the call of proposal and guaranteeing the continuity of the appointed and trained staff.
- Allocation of working space and facilities by the final beneficiary within the premises of the Final beneficiaries before contract signature.
- Participation by the final beneficiary in the selection process as per EU regulations.
- Organisation, selection and appointment of members of working groups, steering and coordination committees, seminars by the beneficiaries.

11. Indicators for performance measurement:

Indicator 1.1.1: Comprehensive report that includes: (i) Revision mechanisms, (ii) 3-year goals, split into annually objectives and semi-annual milestones, (iii) action steps with allocation of resources.

Indicators 1.1.2:
- Updated organisational structure of PDP Directorate, including recommendations for staffing roles and responsibilities.
- Updated manual of procedures of the PDP Directorate, including the internal procedures (SOP), processes and procedural relations in collaboration and coordination with internal and external stakeholders, with set of expected outputs and documents templates.

Indicators 1.1.3:
- Skills assessment of the PDP team identifying the current gaps and training needs.
- Establish indicators (experience, skills and knowledge) to be used for future employees
- Training programmes designed and implemented fulfilling the capacity building needs including Training-of-Trainer's sessions.

Indicators 1.1.4:
- Draft guidelines regulating the reporting on the implementation of the PDP law Jordan.
- Manual of procedures defining the Monitoring and Evaluation activities executed by the PDP Directorate, the reporting structure to the higher management as well as reporting periods and timelines.
- Manual of procedure defining the way of escalating cases related to violation of the articles of the PDP law to the judiciary system.

Indicators 1.2.1:
- Guidelines to design surveys to evaluate the level of awareness on PDP between the citizens, private and public sector regarding their rights, obligations and roles.
- Outlines of programmes for raising awareness.
- Advice on Terms of Reference preparation for the implementation of surveys and awareness campaign (one or more) taking into consideration the outcomes of the previously implemented campaigns.
- Advice on the identification of evaluation procedures to evaluate the outcomes of the conducted awareness campaigns.

Indicator 1.2.2: Identification of critical issues that could be faced while implementing the PDP law and its regulations taking into consideration the current legal landscape in Jordan and possible intersection between PDP law and regulations and other existing legislations and regulations.

Indicators 1.2.3:
- Gap-assessment for the PDP law comparing to European and International best practices (GDPR).
- Set of recommended revisions for the provisions of the PDP law, and the regulations and instructions issued pursuant to it.
- Recommendations of set of procedures to be followed for the regular revision of PDP law, bylaws, and guidelines.

Indicators 1.2.4:
- Set of guidelines that assist and guide public and private entities to comply with PDP Law.
- Established procedures to provide advice and assistance to the public and private entities in applying PDP measures.
- Identified set of tools and mechanisms needed for the monitoring, auditing and inspection on the compliance of measures taken by any entity dealing with personal data.

Indicators 1.2.5:
- Definition of the assessment procedures that should be followed to assess the readiness of the public and private sector entities.
- Advice on Terms of Reference preparation for the implementation of multi-phase assessment that would target public and private sector that dealing with important volume of personal Data.

Indicators 2.1.1:
- Updated organisational structure of AI Directorate including recommendations for staffing roles and responsibilities.
- Updated manual of procedures of the AI directorate including the internal procedures (SOP), processes and procedural relations with the external and internal stakeholders.

Indicators 2.1.2:
- Skills assessment of the AI team identifying the current gaps and training needs.
- Training programmes designed and implemented fulfilling the capacity building including Training-of-Trainers.

Indicators 2.1.3:
- Draft guidelines regulating the reporting of the projects in AI in the government to MoDEE.
- Manual of procedures and processes defining the Monitoring and Evaluation activities executed by the AI Directorate, and the reporting structure to the higher management.

Indicators 2.2.1:
- Guidelines to design surveys to evaluate the level of knowledge on AI in the public entities.
- Outlines of programmes for capacity building of the employees of the public entities.
- Advice on Terms of Reference preparation for the implementation of the Capacity Building and awareness programmes taking into consideration the outcomes of the previously implemented programs.
- Advice on evaluation procedures to evaluate the outcomes of the implemented capacity building and awareness programmes.

Indicators 2.2.2:
- Analysis of the current situation of the governance framework of AI in the government of Jordan, identifying the gaps with international best practises.

- Proposal of new governance framework or updates of the structure and mission of existing ones taking into consideration the results of the analysis.

Indicators 2.2.3:
- Support to the AI directorate in identifying the candidate sectors and the most appropriate initiatives to be considered as pilot in AI applications.
- Guiding the scoping exercises to select initiatives form identified sectors, involving stakeholder consultations, requirements gathering and drafting the Terms of Reference (TORs).
- Advice on the project documents of the selected initiative(s) and the proposed approval or rejection.
- Advice and support the AI Directorate's efforts for the identification of one AI advanced application (requirements, evaluation process, etc) such as Large Language Model, Expert System assisting decision making and Intelligence System to be proposed and implemented in one of the important sectors in Jordan.
- Set of recommendations on monitoring and evaluation mechanisms to follow-up on the implementation of the selected initiatives.

Indicators 2.2.4:
- Identification of the procedures and process of the audit on the compliance of the application of the Code of Ethics in AI.
- Identification of the tools required for the audit on the compliance of application of the Code of Ethics in AI.
- Training programmes identified to the staff assigned the missions of monitoring the application of the Code of Ethics in AI.

Indicators 2.2.5:
- Proposed plans (requirements, evaluation process, etc) for the promotion of investment and development of the entrepreneurship environment in Jordan including plans for establishing AI incubators.
- Mechanisms for the monitoring and evaluation of the of the investment and entrepreneurship based on objectively verifiable indicators.

12. Facilities available

The RTA and assistants will be accommodated within the AI Division and the Directorate of Personal Data Protection of MODEE and will have access to all facilities of MODEE including meeting/ training rooms, internet access, printing and copying facilities, transport for official activities, support with work permits and logistics. Office facilities will not be less than 10 sq. M. per person.

Whenever translation and/or interpretation services might be necessary for the implementation of activities (for instance translation of guidelines, etc.), such costs will be budgeted under the relevant budget heading (see ANNEX A7: Financial Annex in the Twinning Manual).

ANNEXES TO PROJECT FICHE
1.   The Simplified Logical framework matrix as per Annex C1a
2.   List of relevant Laws and Regulations (to be provided upon request)
3.   Existing donor coordination framework

Annex 1: Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
Overall Objective	Contributing to Jordan's economy development and citizen well-being by supporting digital transition through harnessing Artificial Intelligence (AI) technologies and Personal Data Protection (PDP) measures according to EU best practices	Jordan's Ranking AI index up from 55/193 to 45/193 The global AI readiness in Jordan index Improved by 20% from current levels	Government AI Readiness Index by Oxford Insights.	Instability of the region - Shortage of resources.	- Political stability and wiliness to improve. - Allocation of resources.
Specific objectives / Project purpose	a- Enforce PDP measures in terms of legislative, administrative, and regulatory framework, and develop PDP Directorate's human resources capacities.	1-PDP law and/or regulations updated, and instructions mandated as well as at least twelve guidance reports in use. 2-PDP Directorate is responding adequately to stakeholders' queries and affected parties, working system to receive complaints, investigate them, issuing licenses and permits, in place and responding to 90% of the cases adequately. 3-Well informed public, stakeholders and affected parties on PDP law reaches 70% in any survey conducted by professional entities.	Updated Law and/or regulations PDP directorate annual reports Surveys by professional entities	Delays in adopting laws and regulation. External entities not fulfilling their obligations. Shortage of resources and willingness in applying PDP measures.	Legislations issued with no delay. Resources available for the PDP directorate. Government follow-up and support the application of PDP measures.

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
	b- Equip AI Directorate with effective procedures, and clear objectives to promote the deployment of AI technologies and applications in Jordan, as well as building its human resources capacities.	1-AI Directorate is regularly producing acceptable reports on implementation of AI strategy on time. 2-Number of projects with clearly defined scopes and the percentage of the projects that received assistance during implementation are reaching the targeted number set by the strategy and related plans.	Reports on AI implementation AI Projects reports	Shortage of resources to AI directorate Shortage of resources to implement AI projects	Resources made available for the implementation of AI strategy

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
**Results**
**Component 1: Personal Data Protection**
Result 1.1: Support to the PDP Directorate institutional development through institutional cooperation with Public Administration(s) of EU Member State(s).	**Sub-result 1.1.1:** Established strategic plan for the PDP Directorate that includes mechanisms for revising the legislative infrastructure, as well as a 3-year plan for the Directorate regarding goals, milestones and necessary revisions	Comprehensive report that includes: (i) Revision mechanisms, (ii) 3-year goals, split into annually objectives and semi-annual milestones	Comprehensive report	Unclarity of objectives and priorities	Realistic targets and goals
	Sub-result 1.1.2: Strengthened organizational structure, governance and operational models of PDP Directorate in accordance with European best practices to enhance efficiency of work and structural clarity.	Updated organisational structure of PDP Directorate, including recommendations for staffing roles and responsibilities. Updated manual of procedures of the PDP Directorate, including the internal procedures (SOP), processes and procedural relations in collaboration and coordination with internal and external stakeholders, with set of expected outputs and documents templates	Report on proposed Structure and staffing	Slow approval of documents	Smooth and quick decision making

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
	Sub-result 1.1.3: Strengthened technical capacity of PDP Directorate team on subjects such as receiving and investigating complaints, monitoring data safety breaches and establishing, issuing licenses and permits, and other administrative matters.	Skills assessment of the PDP team identifying the current gaps and training needs Establish indicators (experience, skills and knowledge) to be used for future employees	TNA Report	Limited availability of PDP team	PDP team allowing sufficient time for the assessment
		Training programmes designed and implemented fulfilling the capacity building needs including Train-of-Trainer's sessions.	Training reports Workshops reports Study tours reports TOT reports	Limited availability of PDP team Heavy time schedule conflicting activities in the directorate	Good planning of activities in advance PDP team allowing sufficient time
	Sub-result 1.1.4: Established Monitoring and Evaluation procedures regulating the follow-up and reporting of the PDP directorate on the implementation of the PDP law and its bylaw and guidelines.	Draft guidelines regulating the reporting on the implementation of the PDP law Jordan.	Guidelines report	Slow approval of guidelines	Smooth and quick decision making
		Manual of procedures defining the Monitoring and Evaluation activities executed by the PDP Directorate, and the reporting structure to the higher management.	Manual of procedures		
		Manual of procedure defining the way of escalating cases related to violation of the articles of the PDP law to the judiciary system.			

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
Result 1.2: Support to enforce PDP in Jodan through institutional cooperation between the PDP Directorate and Public Administration(s) of EU Member State(s).	**Sub-result 1.2.1:** Programmes identified for Awareness Raising and Capacity Building in the Private and Public entities in Jordan.	Guidelines to design surveys to evaluate the level of awareness on PDP between the citizens, private and public sector regarding their rights, obligations and roles.	Guidelines on design of surveys	Shortage of information and relevant background regarding surveys in Jordan	Ability of cooperation with specialized professional bodies in Jordan
		Outlines of programmes for raising awareness.	Outlines of programmes	High expectations from the stakeholders	Extensive communication with the stakeholders
		Advice on Terms of Reference preparation for the implementation of surveys and awareness campaign (one or more) taking into consideration the outcomes of the previously implemented campaigns.	Draft TORs	Shortage of information regarding possible funding	Design of scalable projects
		Advice on identification of evaluation procedures to evaluate the outcomes of the implemented awareness campaigns.	report on evaluation procedures	Shortage of information and relevant background regarding surveys in Jordan	Ability of cooperation with specialized professional bodies in Jordan

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
	Sub-result 1.2.2: Pre-emptive assessment identifying the strengths and weaknesses of the law, the legal landscape in Jordan and challenges may be faced in enforcement.	Identification of critical issues that could be faced while implementing the PDP law and its regulations taking into consideration the current legal landscape in Jordan and possible intersection between PDP law and regulations and other existing legislations and regulations.	Report on critical issues	Shortage of English documentation	Ensure on-time translation of the necessary documents
	Sub-result 1.2.3: Revision of the PDP Law, its regulations, and instructions.	Gap-assessment for the PDP law comparing to European and International best practices (GDPR).	Report on Gap-assessment	Heavy working load on PDP team	Efficient usage of meetings and discussion sessions
		Set of recommended revisions for the provisions of the PDP law, and the regulations and instructions issued pursuant to it.	Report on recommendations		
		Recommendations of set of procedures to be followed for the regular revision of PDP law, bylaws, and guidelines.	Report on recommendations		
	Sub-result 1.2.4: Guidelines to help PDP compliance in Jordan.	Set of guidelines that assist and guide public and private entities to comply with PDP Law.	Report on guidelines	Shortage of information on the awareness level in the entities	Ensured good understanding of the environment where the guidelines will be used

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
		Established procedures to provide advice and assistance to the public and private entities in applying PDP measures.	Report on tested Manual of procedures	Shortage of information on the competence level in the subject in the entities	High level of cooperation with the PDP team and other MODEE staff
		Identified set of tools and mechanisms needed for the monitoring, auditing and inspection on the compliance of measures taken by any entity dealing with personal data	Report on tools and mechanisms		
	Sub-result 1.2.5: Assessment of Readiness of the public and private entities.	Definition of the assessment procedures that should be followed to assess the readiness of the public and private sector entities	Report on assessment procedures	Shortage of information on the competence level in the subject in the entities	High level of cooperation with the PDP team and other MODEE staff
		Advice on Terms of Reference preparation for the implementation of multi-phase assessment that would target samples of the public and private sector that deal with important volume of personal Data.	Draft TORs	Shortage of information regarding possible funding	Advice on design of scalable and flexible phases

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
		Component 2: Artificial Intelligence			
Result 2.1: Support to institutional capacity of the AI Directorate through institutional cooperation with Public Administration(s) of EU Member State(s).	**Sub-result 2.1.1:** Strengthened organizational structure, governance and operational models of AI Directorate in accordance with European best practices to enhance efficiency of work and structural clarity.	Updated organisational structure of AI Directorate including recommendations for staffing roles and responsibilities.	Report on proposed Structure and staffing	Delays in approval of documents	Smooth and quick decision making
		Updated manual of procedures of the AI directorate including the internal procedures (SOP) and procedural relations with the external and internal stakeholders.	Manual of procedure	Delays in approval of documents	Smooth and quick decision making
	Sub-result 2.1.2: Strengthened capacity of the AI Directorate team	Skills assessment of the AI team identifying the current gaps and training needs.	TNA report	Limited availability of AI team	AI team allowing sufficient time for the assessment
		Training programmes designed and implemented fulfilling the capacity building including Train-of-Trainers.	Training reports Workshop reports Study tours reports TOT reports	Limited availability of AI team Heavy time schedule conflicting activities in the directorate	Good planning of activities in advance
	Sub-result 2.1.3: Established Monitoring and Evaluation procedures regulating the follow-up and reporting of the AI directorate on the	Draft guidelines regulating the reporting of the projects in AI in the government to MODEE.	Draft Guidelines	Complication in the relationship between different agencies	Additional efforts from the MODEE to facilitate the understanding of the nature of inter-ministerial relations

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
	implementation of the AI strategy and the AI projects in the government.	Manual of procedures defining the Monitoring and Evaluation activities executed by the AI Directorate, and the reporting structure to the higher management.	Manual of procedures	Complication in the relationship between different agencies	Additional efforts from the MODEE to facilitate the understanding of the nature of inter-ministerial relations
Result 2.2: Support to the MODEE to promote AI usage in Jordan through institutional cooperation with Public Administration(s) of EU Member State(s).	**Sub-result 2.2.1:** Programmes identified for Awareness raising and Capacity Building in the Public entities in Jordan.	Guidelines to design surveys to evaluate the level of knowledge on AI in the public entities.	Report of guidelines on design of surveys	Shortage of information and relevant background regarding surveys in Jordan	Ability of cooperation with specialized professional bodies in Jordan
		Outlines of programmes for capacity building of the employees of the public entities.	Report of outlines of programmes	High expectations from the stakeholders	extensive communication with the stakeholders
		Advice on Terms of Reference preparation for the implementation of the Capacity Building and awareness programmes taking into consideration the outcomes of the previously implemented programs.	Draft TORs	Shortage of information regarding possible funding	Design of scalable projects
		Advice on evaluation procedures to evaluate the outcomes of the implemented capacity building and awareness programmes.	Report on evaluation procedures	Shortage of information and relevant background regarding surveys in Jordan	Ability of cooperation with specialized professional bodies in Jordan

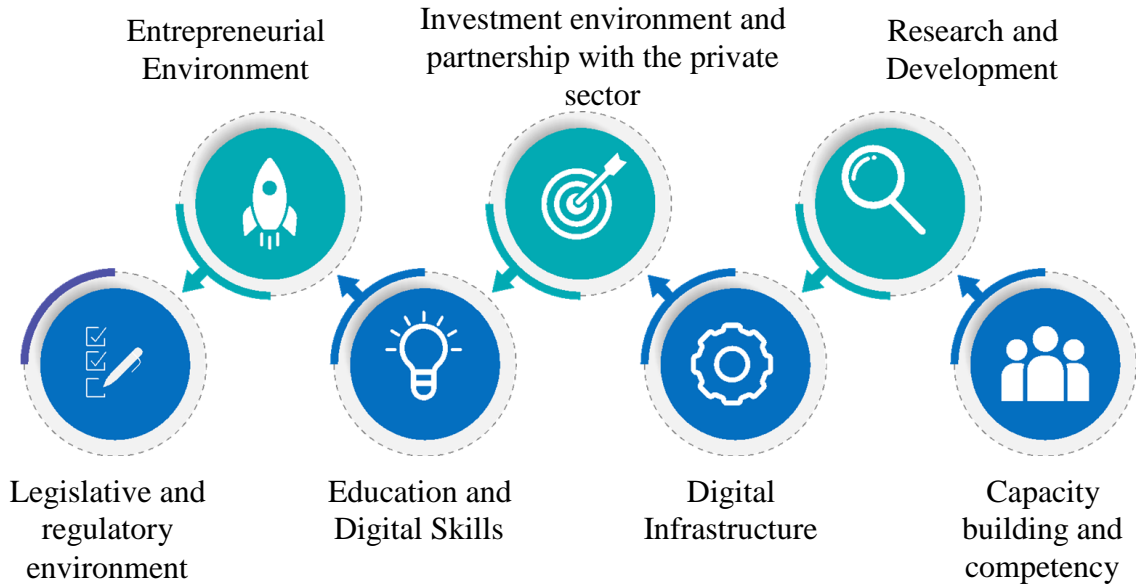|	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
	Sub-result 2.2.2: Structure for the governance framework of AI in the government of Jordan.	Analysis of the current situation of the governance framework of AI in the government of Jordan, identifying the gaps with international best practises	Analysis report	Complication in the relationship between different agencies	Additional efforts from the MODEE to facilitate the understanding of the nature of inter-ministerial relations
		Proposal of new governance framework or updates of the structure and mission of existing ones taking into consideration the results of the analysis.	Proposal for governance framework		Additional efforts from the MODEE to facilitate the understanding of the nature of inter-ministerial relations
	Sub-result 2.2.3: Identification of AI initiatives to be implemented in different sectors that contribute to the development of the economy and to the enhancement of the citizens services.	Support to the AI directorate in identifying the candidate sectors and the most appropriate initiatives to be considered as pilot in AI applications.	Report on Candidate sectors	Difficulties in gathering information on the sectors	Commitment from the government to provide the necessary information
		Guiding the scoping exercises to select initiatives form identified sectors, involving stakeholder consultations, requirements gathering and drafting the Terms of Reference (TORs).	Guidelines for the scoping	Difficulties in gathering information on the sectors	Commitment from the government to provide the necessary information

	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
		Advice on the project documents of the selected initiative(s) and the proposed approval or rejection.	Report on sectors for implementation	Slow decision making	Smooth and quick decision making
		Advice and support the AI Directorate efforts for the identification of one AI advanced application such as Large Language Model, Expert System assisting decision making and Intelligence System to be proposed and implemented in one of the important sectors in Jordan.	Report on the architecture of the AI advanced application, and one AI advanced sector	Shortage of information on available resources for the implementation. High expectation of possible implementation of advanced projects	Realistic information regarding the existing capabilities and expectation
		Set of recommendations on monitoring and evaluation mechanisms to follow-up on the implementation of the selected initiatives.	Report on M&E	Complication in the relationship between different agencies	Additional efforts from the MODEE to facilitate the understanding of the nature of inter-ministerial relations
	Sub-result 2.2.4: Mechanisms for the monitoring of application of the Code of Ethics of AI in place.	Identification of the procedures of the audit on the compliance of the application of the Code of Ethics in AI.	Report on procedures	Difficulties in finding the appropriate level of severity in checking compliance	Design of flexible procedures able to be implemented on phases

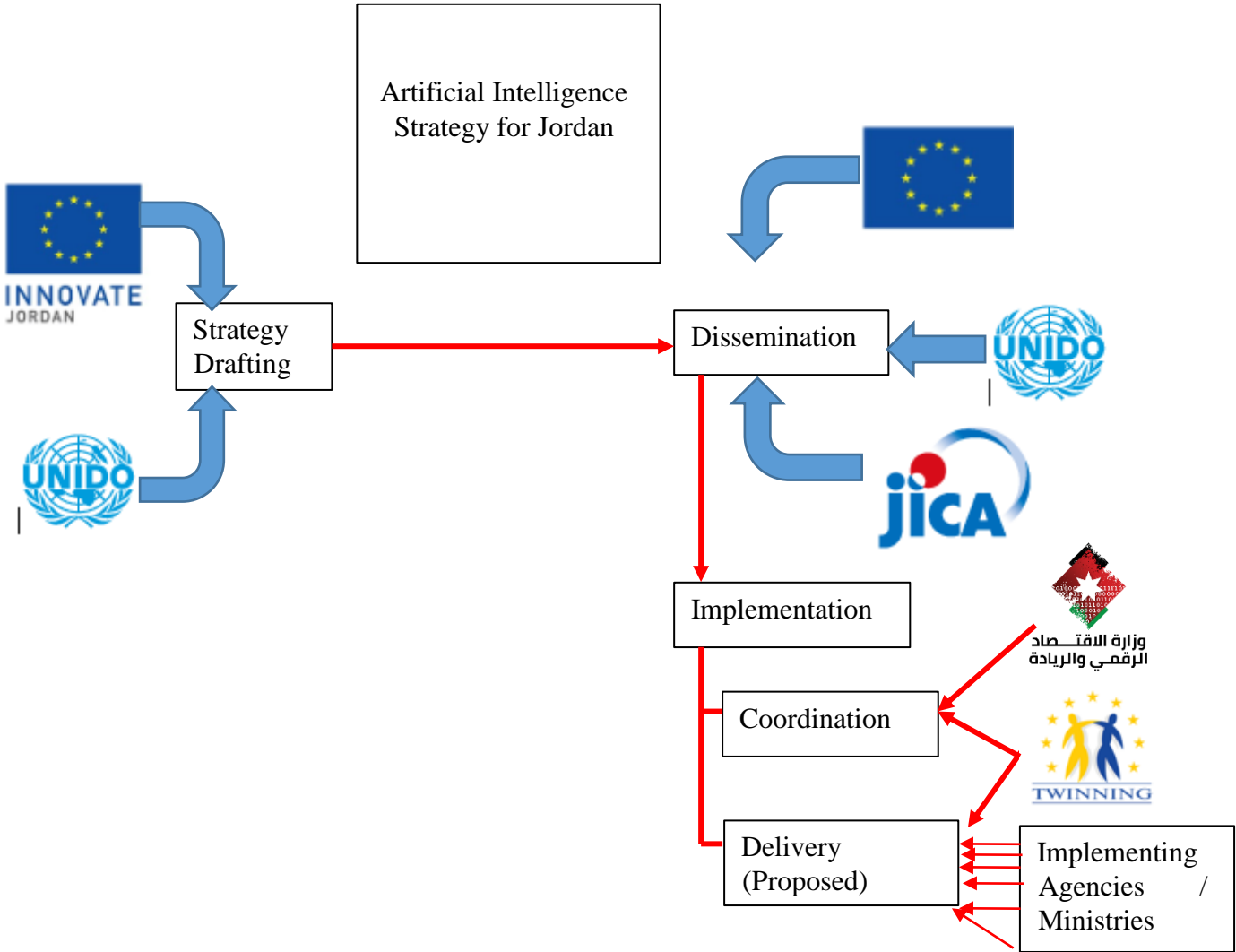|	Description	Indicators (with relevant baseline and target data)	Source of Verification	Risks	Assumptions
		Identification of the tools required for the audit on the compliance of application of the Code of Ethics in AI.	Report on tools for the audit	Difficulties in finding the appropriate level of severity in checking compliance	Identifying scalable tools easy to upgrade
		Training programmes identified to the staff assigned the missions of monitoring the application of the Code of Ethics in AI.	Report on the training programmes	Shortage of information on the competence level in the subject in the entities	High level of cooperation with the AI team and other MODEE staff
	Sub-result 2.2.5: Promoting investment and entrepreneurship environment in the field of artificial intelligence.	Proposed plans for the promotion of investment and development of the entrepreneurship environment in Jordan including plans for establishing AI incubators.	Plans for the promotion of investment	Difficulties in identifying investment problems in Jordan	Proper consultation with entities involved in promoting investment in Jordan
		Mechanisms for the monitoring and evaluation of the of the investment and entrepreneurship based on objectively verifiable indicators.	Mechanisms for M&E	Difficulties in identifying accessible data to be used for M&E	Proper consultation with entities involved in promoting investment in Jordan

Annex 2: Listing of Relevant Laws (to be provided upon request)

- Personal Data Protection Law (24) of 2023, which aims to protect the fundamental right to privacy in Jordan within the scope of personal data protection.
- Cybercrime Law (17) of 2023, which aims to provide comprehensive protection within the digital space.
- Cybersecurity Law (16) of 2019, aiming to build capacities within the cybersecurity space and establish a framework to face cybersecurity threats.
- Right to Access Information Law (47) 2007, which regulates the fundamental right to access information.
- Communications Law of the Hashemite Kingdom of Jordan and its amendments (Article No. 3, Paragraph D and amendment no 13 of 1995, related to the functions of the MoDEE to enhance the Kingdom's competitive position at the international level in the field of communications and information technology.
- General Policy for the Communications, Information Technology and Postal Sectors 2018, approved by Cabinet Resolution No. (3921) on 31/3/2019, Article 61 which states, "The government acknowledges the important role of the information technology sector in Jordan to develop the economy."
- Jordanian Artificial Intelligence 2020 policy, approved by Cabinet Resolution No. 659 on 20/12/2022 (requires the preparation of a general strategic framework for activating artificial intelligence in the priority economic sectors in the Kingdom.)
- Previously achieved legislative tools and national strategies such as the National Strategy for Digital Transformation and the Executive Plan 2021-2025, the Public Entrepreneurship Policy and its National Strategic Plan, and data-related policies such as the Personal Data Protection Law (when it becomes effective), the open APIs policy and the data policy Open government, government data classification and management policy, and the investment environment regulation law (when it becomes effective).
- The vision of economic modernization 2022-2033, which aims primarily to reach a better future, by achieving rapid growth and improving the quality of life for all citizens with the aim of developing Jordan as a centre for high-value industry in the region, achieving excellence and raising competitive value.
- Service sectors benefit from modern technology and tools of the fourth industrial revolution, in addition to preparing talents that keep pace with the requirements of the future, by providing them with the necessary skills. The vision of economic modernisation includes many initiatives, including no less than 47 initiatives related to communications, information technology, digital economy and entrepreneurship, covering 17 main and sub-sectors, so that these initiatives are reflected in 5 growth drivers, which are future services, leadership creativity, high-value industries, Jordan as a global destination, and sustainable resources.
- With International and regional best practices, as well as intensive and hosted discussions with relevant authorities from public and private institutions, and the academic community, the MoDEE has prepared the Jordanian Strategy for Artificial Intelligence and the Executive Plan 2023-2027 (Strategy).

The strategy confirms that the adoption of artificial intelligence solutions in the Kingdom requires the existence of a national system to support artificial intelligence striving to increase the effectiveness and performance of public and private institutions with an aim to put Jordan at the forefront of countries benefiting from artificial intelligence technologies. The figure below represents the components of the national system supporting artificial intelligence:

Entrepreneurial Environment

Investment environment and partnership with the private sector

Research and Development

Legislative and regulatory environment

Education and Digital Skills

Digital Infrastructure

Capacity building and competency

Annex 3: Existing donor coordination framework

EU Innovate Jordan Project has led the drafting of the AI Strategy and roadmap for its implementation in collaboration with UNIDO.

EU Innovate Jordan and UNIDO have jointly participated in the dissemination of the strategy.

EU TAIEX workshop assisted with the mapping of the various implementing agencies and their relative components of the strategy.

It is proposed that support to coordination and implementation are delivered with assistance through EU Twinning Project whereby public sector experts with experience in the implementation of artificial intelligence is expected to assist MoDEE in the delivery of the strategy along with various agencies responsible for sectoral components.

List of Abbreviations

AI	Artificial Intelligence
GoJ	Government of Jordan
PDP	Personal Data Protection
EU	European Union
JICA	Japan International Cooperation Agency
MoDEE	Ministry of Digital Economy and Entrepreneurship
MoPIC	Ministry of Planning & International Cooperation
OGPI	Open Government Partnership Initiative
MDA	Ministries, Departments, and Agencies
MS	Member States
BC	Beneficiary Country
RTA	Resident Twinning Adviser
PIU	Project Implementation Unit
PAO	Project Administration Officer
PDP	Personal Data Protection
PL	Project Leader
PSC	Project Steering Committee
RTA	Resident Twinning Adviser
STE	Short Term Experts
ToR	Terms of Reference
UNIDO	United Nations Industrial Development Organization