



ANNEX C1: Twinning Fiche

Project title: Strengthening Land Administration Framework in Jordan

Beneficiary administration: Department of Land and Survey, the Hashemite Kingdom of Jordan

Twinning Reference: JO 22 NDICI OT 02 25

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EU funded project

TWINNING TOOL

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List of Abbreviations

Abbreviation	Description
CORS	Continuously Operating Reference Stations
CRM	Customer Relationship Management
DLS	Department of Lands and Survey
EUD	European Union Delegation
FELA	Framework for Effective Land Administration
GIS	Geographic Information System
JICA	Japan International Cooperation Agency
JTM	Jordan Transverse Mercator
LADM	Land Administration Domain Model
MOPIC	Ministry of Planning and International Cooperation
RJGC	Royal Jordanian Geographic Center
UN-GGIM	United Nations Committee - Global Geospatial Information Management
USAID	United States Agency for International Development
GoJ	Government of Jordan
EU	European Union
JICA	Japan International Cooperation Agency
MoDEE	Ministry of Digital Economy and Entrepreneurship
MoPIC	Ministry of Planning & International Cooperation
MS	Member States
BC	Beneficiary Country
RTA	Resident Twinning Adviser
PL	Project Leader
PSC	Project Steering Committee
RTA	Resident Twinning Adviser
STE	Short Term Experts
ToR	Terms of Reference

1. Basic Information

- 1.1 Programme: Partnership Implementation Facility (“Sharaka”) – 2022/044-559, NDICI-GEO-NEAR/ACT-60902, indirect management with ex-ante control.
- 1.2 Twinning Sector: Other
- 1.3 EU funded budget: EUR 1,600,000
- 1.4 Sustainable Development Goals (SDGs): This Twinning project with its focus on enhancing land administration framework will contribute to SDG 1.4.2: Secure land and property rights for all and to SDG 16: Peace, Justice, and Strong Institutions.

2. Objectives

2.1 Overall Objective(s):

Strengthening the capacity of the Department of Lands and Survey (DLS) to manage land administration data and services effectively and transparently to provide accurate, up to date, and secured cadastral services.

2.2 Specific objective:

To enhance DLS’s institutional and operational capacities by improving its operating framework and database model in line with applicable standards that will ensure cadaster information dependability and a better business environment.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans.

This twinning project comes in line with the objectives of Jordan’s **Public Sector Modernization Roadmap (PMSR)**, **Economic Modernization Vision (EMV)** as illustrated below:

PMSR: PMSR sets an overall goal for the advancement of the public sector in Jordan, which is summarized as "an empowered and effective public sector that works as a single unit to develop Jordan and attain citizen well-being". PMSR has three main pillars, which are improving the quality of services offered by the public sector to individuals and institutions, elevating the efficiency and effectiveness of institutional performance, and improving the legislation regulating public administration.

The twinning project will serve to accomplish the objectives of two out of the three pillars: firstly “Intuitions Pillar” by elevating building human resources and capacities in the field of land administration standardization which will help DLS to manage land administration data effectively and transparently according to the best practices; and secondly “Service Pillar” by helping to develop DLS services in a manner that fulfils the aspirations of citizens and ensure the elevated quality of these services, expedite their digitalization, and simplify their procedures.

Economic Modernization Vision (EMV): this twinning project will serve two out of the 8 main goals of the EMV goals. The relevant goals of the vision for this project are

- “Future Services”: the project will achieve excellence in DLS services to provide accurate, up-to-date, and secured cadastral services.

- “Smart Jordan”: the project will help to develop and prepare DLS employees' talents to meet the needs of future skills, required resources, and institutions to accelerate economic growth and enhance the quality of life.

3. Description

3.1 Background and justification:

Jordan is a stable country in an unrest region with an estimated population of 11 million, of which 3.2 million (30%) are refugees mainly Syrian fleeing country instability. Jordan is an upper middle-income country, yet the massive influx of refugees has put a lot of strain on the country's public sector, economy, infrastructure, security and demographic dimensions. Its economy is primarily services, dominated by the public sector and security services, financial and insurance services, business services, in addition to real estate, manufacturing and mining, and remittances from Jordanians abroad.

DLS was established in 1927, and plays two vital roles in preserving land property rights and solving any conflicts, in respect to; the right in land or water and representing Jordan’s land information bank. Moreover, the duties and tasks assigned to DLS by-law are to complete and maintain the cadastral system in Jordan (the cadastral maps and the registration records), fixing the borders of the plots (parcels), settling (solving) disputes on land and issuing cadastral maps, establishing of a comprehensive land valuation system, and maintaining its records for the purposes of registration transactions. The Jordanian cadastre is a legal cadastre which means that the legal status of the ownership is reflected and guaranteed by the register record.

The Department of Land and Survey (DLS) is aiming for taking the next step in creating a holistic state of the art land administration system by examining a successful and well recognized system in the European Union. Consequently, a major contribution in achieving these goals and objectives is to have a solid land administration system based upon a comprehensive LA model following cutting-edge international standards in the domain of land tenure administration (UN-GGIM FELA, LADM), which forms the foundation of any economic growth by ensuring the provision of fundamental data for any infrastructural activities or projects in Jordan and increasing the investor’s trust of land ownership stability and business condition. Accordingly, this can only be achieved by enhancing the technical and administrative capacities of the institution and people responsible for forming and maintaining the land administration model of Jordan.

DLS aims to contribute to creating an effective and efficient public sector in serving citizens and promoting digital and knowledge-based growth.

3.2 Ongoing reforms:

DLS has computerized all its land registers and cadastral maps and provide most of its services online. Moreover, an e-government project is being implemented with the support of the Ministry of Digital Economy and Entrepreneurship (MODEE) aiming at expanding the e-services provided by DLS. DLS has been working for many years to improve its services, strengthen the essence of its structures, modernize its working methods, and to upgrade information systems. DLS is preparing a new strategic plan (2025-2030) which will be centered on the vision of reliable and efficient land

administration, in order to play a vital role in the country's economic growth, social stability, and sustainable development.

3.3 Linked activities:

- *Twinning project “Enhancement of the Cadastral System in Jordan for the Department of Land and Survey” (2011-2013)*

The specific purpose of this project is to enhance the technical and administrative capacities of DLS in the field of cadastre and land administration to provide complete, accurate compared with reality, and up to date information and data. The project included three components, integrated cadastral system including (Maps & Land registers), Secured digital registers and maps, accurate land valuation methods defined and implemented. This project successfully achieved all of its components, with main achievement of increasing the match between Maps & Land registers significantly.

- *Twinning project “Reduce Discrepancies between the Physical Reality and the Graphical Cadastral Information in Jordan for the Department of Lands and Survey” (2015-2017)*

The specific purpose of this project is to enhance the technical and administrative capacities of DLS in the field of cadastre and land administration to provide complete, accurate compared with reality, and up to date information and data.

The project included five components, one geo-referencing system for cadastral information has been implemented within pilot area, building information representation in the cadastre has been improved in a pilot area, Re-engineering and simplification of the cadastral procedures has been implemented and evaluated, Capacity building action plan is improved and implemented, Institutional co-operation and exchange of information has been agreed upon between the main stakeholders. This project successfully achieved all of its components, with main achievement of successfully defining, testing and verifying a national strategy to unify of the two geo-reference system within a pilot area.

- *JICA – Development of Continuously Operating Reference Stations for Proper Land Management in the Hashemite Kingdom of Jordan. a joint project by Royal Jordanian Geographic Center (RJGC) and Department of Lands and Survey (DLS)*

The project is expected to start in 2025 with planned duration of 18 months

There are technical and institutional issues that need to be resolved, such as the lack of Continuously Operating Reference Stations (CORS) recognized as the standard for national coordinates and the lack of a unified national coordinate system. The resolution of these issues will facilitate the dissemination of CORS.

Anticipated Benefits on the Jordanian side through the project are:

- Coordination among government agencies will be achieved with respect to the geospatial information, and duplicate investments with respect to CORS will be eliminated.
- The Jordanian government will be able to ensure the transition to the World Geodetic System through technology transfer from Japan, which has already successfully completed the transition.

- CORS network will be efficiently established in collaboration with relevant organizations. Economical and highly accurate surveying will be realized.
- Integrated CORS data can be fully utilized for urban development, cadastral mapping, road construction, civil engineering works, and other infrastructure development.

The Project purposes are:

- a) Preparation of National CORS Plan
- b) Transformation from Local to International Reference Frame
- c) Establishment of CORS network and the Data Centres
- d) Crustal Movement Observation
- e) Dissemination of CORS data utilization to the public

▪ *USAID – Public Financial Management & Administrations (2021 - 2026)*

The project supports DLS on:

- Organization Development, helped in the design of updated organizational structure and defining the job descriptions per unit and role. Including leadership training program.
- IT Infrastructure support. Currently working on the establishment of Disaster Recovery and workstations replacement with modern high performance.
- Customer Services Center. Established and CRM system developed. Currently training the team and expected to launch soon.
- Valuation methodology “Administrative Value”
- Public awareness media campaign.

▪ *TAIEX study visit*

DLS took part in a study visit, on Leveraging Land Administration Domain Model for a Fit-for-Purpose Land Administration System in Jordan, to The Netherlands’ Cadastre, Land Registry and Mapping Agency (Kadaster) on September 2024. The visit provided a valuable opportunity to deepen DLS understanding of Land Administration Domain Model (LADM). The department gained insights into efficient data management practices, technologies used, and interoperability solutions. Additionally, the visit highlighted the importance of the FELA of UN-GGIM.

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

1- Framework for Effective Land Administration:

United Nations - Global Geospatial Information Management for Europe (UN-GGIM: Europe);

United Nations - Economic Commission for Europe (UNECE).

2- Land Administration Domain Model (LADM) European Standard : EN ISO 19152-1

3.5 Components and results per component

Component One: Jordan Land Administration Framework enhanced in alignment to FELA.

Result 1.1: Jordan Land Administration framework enhanced in alignment to FELA.

Result 1.2: Stakeholders' engagement action plan developed.

Component Two: Jordan LADM Country profile established.

Result 2.1: Jordan LADM country profile designed.

Result 2.2: Designed country profile piloted.

Component Three: DLS Land Administration System used technologies enhanced.

Result 3.1: An integrated enterprise land administration system designed.

Result 3.2 : Designed Roadmap recommendations piloted.

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

The project will be implemented through a Twinning contract between Jordan (the Beneficiary Country) and EU Member State(s). The Project Implementation Team is expected to have sufficient expertise to cover all areas of the project and will consist of:

A Member State Project Leader (MS PL) will oversee the overall coordination of the project activities. The MS PL must hold a position conducive to operational dialogue at a political level, ensuring leadership capacity and the ability to mobilize necessary expertise. He/she must have broad knowledge of all processes in the area of development and implementation of risk analysis, institutional and operational aspects that the project component is dealing with. Involvement of the Member State PL during proposal preparation and attendance at selection meetings is mandatory, as well as co-chairing, with the Jordan PL, the quarterly Project Steering Committee gatherings. Furthermore, he/she is expected to participate in some communication and visibility activities. He/she will remain in their MS public administration role while dedicating part of their time to planning, supervising, and coordinating the overall direction of the Twinning project committing to at least three days per month to the project, including a visit to Jordan every three months for the duration of the project. The MS PL collaborates with the RTA, who operates within the Beneficiary administration.

A Resident Twinning Adviser (RTA) will reside in Jordan for the full duration of the project and will be in charge of managing the implementation of the project activities, the Component Leaders (CL), and short-term experts within the limits of the budget. The RTA Assistant and a translator will both support the RTA in implementing the daily tasks.

Short Term Experts in focused fields relating to the mandatory results will collaborate with beneficiary institution staff under their direction and that of the Project Implementation team. Senior management of the beneficiary institution is expected to provide the EU MS Twinning partner with suitable staff and other resources needed to operate effectively, as well as engage in policy and institutional change necessary for project success.

Member State proposals should be concise, focusing on strategy, methodology, indicative timetable, administrative model, quality of expertise, administrative structure, and capacity of the MS entities. While detailed enough to address the Twinning Fiche, proposals need not fully elaborate the project, merely outline strategy, methodology, sequencing, and key activities to achieve objectives and results. Activities will be further refined, decided on, and finalized with the Twinning partners when drafting initial and rolling work plans, ensuring close alignment with objectives and sequencing of interlinked components.

Interested Member State(s) should include in their proposals the CVs of the designated PL, RTA, potentially designated CLs and key SETs.

3.6.1 Profile and tasks of the PL:

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

Tasks

- He/she will be the only official responsible contact person for the Jordan side.
- He/she will be the one to sign all official documents.
- 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 (PSC) meetings from the MS side, which will meet every three months at the Department of Land and Survey.
- Project reporting

Education

- University Degree in land administration and management or closely related discipline, or equivalent relevant professional experience of 8 years.

Qualifications and skills

- Proven experience in working with high-ranking officials.
- Professional qualification and knowledge in land administration and cadastre (min. 3 years).
- Land management and spatial planning knowledge is an advantage.
- Previous experience in the areas of project management, international development and cooperation.
- Previous experience in EU funded projects, particularly Twinning projects is an asset.

- Good organizational, coordination, planning, reporting, networking, and communication skills.
- Experience in project governance and supervision.

Language skills

- Fluent in English – written and spoken.
- Knowledge in Arabic is an asset.

3.6.2 Profile and tasks of the RTA:

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.

Tasks:

- The Resident Twinning Advisor will take responsibility for the smooth and proficient implementation of the project, while ensuring that the specific objectives and activities outlined are fully achieved.
- Support and coordination of all activities in the BC
- Oversee the daily execution of the Twinning project in Jordan, including the preparation of materials and documentation for ongoing monitoring and reporting.
- He/she will coordinate closely with all relevant institutions involved in the Department of Land and Survey as well as with any other relevant stakeholder.
- He/she will meet with the Jordan Project Leader at least once a week and hold regular meetings with other counterparts as regularly as possible.
- Manage and coordinate all project activities and expert contributions in Jordan, ensuring alignment of activities, timelines, and the anticipated outcomes specified in the Work Plan.
- Ensure the selection, deployment, and supervision of qualified STE, addressing any quality concerns as they arise.
- The RTA will co-ordinate with the MS Project Leader in ensuring that each input is fulfilled, by ensuring that each expert mission has detailed Terms of Reference.
- Coordination of 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 and participation of Steering Committee meetings

Education

- University Degree in land administration and management or closely related discipline, or equivalent relevant professional experience of 8 years.

Qualifications and skills

- Proven experience in working with high-ranking officials.
- Professional qualification and knowledge in land administration and cadastre (min. 3 years).
- Land management and spatial planning knowledge is an advantage.
- Previous experience in the areas of project management, international development and cooperation.
- Previous experience in EU funded projects, particularly Twinning projects is an asset.

- Good organizational, coordination, planning, reporting, and networking.
- Professional practice and skills in project management,
- Research, leadership, and team building skills,
- Strong analytical skills, problem solving and mentoring capabilities,
- Excellent Communication and Presentation Skills.

Language skills

- Fluent in English – written and spoken.
- Knowledge in Arabic is an asset.

3.6.3 Profile and tasks of Component Leaders:

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 DLS. 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.

Tasks

- Reviewing the current systems tackled by this twinning project in the area of their designated component.
- Providing assessment, suggestions, recommendations for improvement of current systems.
- Conducting local training courses and workshops according to the detailed log Frame matrix.
- Suggesting detailed work plan for the implementation of their recommendations in lien with the achievements of the project's mandatory results out lined in the log Frame matrix.

Education

University Degree in land administration and management or closely related discipline, or equivalent relevant professional experience of 8 years.

General Experience of the team of component leaders

- Professional qualification and knowledge in their designated component domain (min. 3 years).
- Previous experience in the areas of project management, international development and cooperation.
- Previous experience in EU funded projects, particularly twinning projects is an asset.
- Previous experience in training and mentoring in related areas is an asset.
- Intercultural competence.
- Good organizational, coordination, planning, reporting, networking, and communication skills.
- Strong collaborative mindset and a proven ability to work effectively within teams.

Language Skills:

- Fluent in English – written and spoken.
- Knowledge in Arabic is an asset.

3.6.4 Profile and tasks of other short-term experts:

The RTA will be supported by a number of STEs selected according to the activities that will be planned and finalized with the Twinning partners. The roles, profiles, and durations of these experts

will be specified in the work plan, in alignment with the activities to be conducted by both the RTA and the Member State Project Leader.

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 (MoPIC) is the Contracting Authority for the twinning project under which the Programme Administration Office (PAO) coordinates 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 Al-Hadeed

Programmes Administration Office

Ministry of Planning and International Cooperation

P.O. Box 555 Amman, 11118 Jordan

Areej.Alhadeed@MOP.GOV.JO

5.2 Institutional framework

Beneficiary administration: **Department of Land and Survey**

The Department/Directorate within the Beneficiary administration:

- Directorate of Registration Services
- Directorate of Information Technology and Digital Transformation.
- Directorate of Geographic Information.
- Surveying Services Directorate
- Directorate of Planning, Development and Human Resources.

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 PL counterpart

Dr. Ahmad Emoush

General Manager

Department of Lands and Survey

P.O. Box 70 - Amman 11118, Jordan

Email: GM@dls.gov.jo

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5.3.2 Contact person and RTA counterpart

Eng. Firas Jarun

Senior Cadastral Expert, Department of Lands and Survey

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Mobile: +962 7 9999 3118,

6. Duration of the project

Execution Period (Implementation period + 3 months) = 21 (18+3) months

7. Management and reporting

7.1 Language

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

7.2 Project Steering Committee

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

7.3 Reporting

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

8. Sustainability

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. Each mandatory result has a major sub result focused on capacity building to ensure the DLS team will be well trained on the results and jointly contribute to the results and are able to carry on after the project is completed.

9. Crosscutting issues

The project is committed to ensuring that all persons, regardless of gender, age, race, disability, ethnicity, marital status, or social class, receive equal treatment and opportunities. This aligns with the principles enshrined in the Constitution of the Hashemite Kingdom of Jordan. Additionally, the project adheres to a "do-no-harm" approach, which means it is designed to prevent any activities that could negatively impact the environment. The project also prioritizes environmental education and awareness among all participants, encouraging practices that support ecological balance and sustainability. By integrating these principles, the project aims to protect natural resources and contribute positively to the environmental well-being of the region.

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on the relevant standards of the EU. The main criteria for staff recruitment will be appropriate qualifications and experience in similar projects, not sex or age. Both men and women will have equal opportunities in terms of recruitment and promotion and salaries.

10. Conditionality and sequencing

The project will be implemented through a Twinning arrangement, necessitating the DLS to allocate adequately experienced staff and all necessary material resources to ensure efficient implementation. The commitment and participation of the DLS leadership are crucial. Their involvement is essential for developing and implementing policies, as well as facilitating any institutional changes required to achieve project outcomes and ensure the sustainability of project actions beyond the project's completion.

The Department of Lands and Survey will provide:

- Adequate human resources to implement the twinning project together with the twinning partner, in accordance with the agreed twinning contract.
- Facilities necessary for the implementation of the twinning.
- Needed access to the DLS systems and documentations.

11. Indicators for performance measurement

- Indicator 1.1.1 A comprehensive assessment report for current Land Administration framework is prepared.
- Indicator 1.1.2 Assessment and gap analysis in accordance with FELA conducted is prepared.
- Indicator 1.1.3 Roadmap to enhance Land Administration framework in alignment to FELA designed.
- Indicator 1.1.4 Capacity building on FELA developed and implemented.
- Indicator 1.2.1 Detailed analysis report of DLS key Stakeholders prepared.
- Indicator 1.2.2 Stakeholders' engagement action plan developed.
- Indicator 2.1.1 Detailed analysis report of current used databases (spatial and descriptive) in DLS prepared
- Indicator 2.1.2 Analysis report of DLS key Stakeholders affected by LADM developed.
- Indicator 2.1.3 Stakeholders' engagement action plan developed.
- Indicator 2.1.4 DLS LADM profile designed
- Indicator 2.2.1 Capacity Building on LADM are developed and implemented.
- Indicator 2.2.2 Designed country profile implemented in a pilot area.
- Indicator 3.1.1 Detailed assessment report of existing DLS's Land Administration System existing technologies (spatial, descriptive, workflows, and reporting) prepared.
- Indicator 3.1.2 Assessment report of users' requirements prepared.
- Indicator 3.1.3 Roadmap for enhancement of DLS Land Administration System used technologies is designed.
- Indicator 3.2.1 Capacity Building sessions on best practices Land Administration Systems are developed and implemented.
- Indicator 3.2.2 Designed recommendations implemented in a pilot area.

12. Facilities available

The beneficiary will host the EU Twinning project team and provide the following facilities for the Resident Twinning Adviser (RTA), and RTA Assistants:

- Office space (10 m² per staff member), including functional desks and shelves.
- Additional office space for the pool of Short-Term Experts (STEs) and/ component leaders, typically accommodating 2-4 experts, if possible and applicable.
- Landlines for national telephone use.
- WLAN with internet access for the entire project team office environment.
- Access to training rooms within the beneficiary's premises, equipped with audio and video equipment.
- Access to meeting rooms within the beneficiary's premises.
- As needed transport for official activities.
- Support with work permits and logistics.

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

Annex 1. Simplified Logical Framework

Annex 2. DLS Organizational Chart

Annex 1 : Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	Strengthening the capacity of the Department of Lands and Survey to manage land administration data effectively and transparently to improve better business environment in Jordan.	Level of ranking and score in the World Bank Business Ready - Property Registration Index. Baseline: WB B-Ready Index 2025 Target: TBD	<ul style="list-style-type: none"> ▪ World Bank Business Ready - Property Registration Index 	<ul style="list-style-type: none"> ▪ Regional instability could disrupt the continuity of the project. ▪ Lack of adequate personnel to cooperate with the twinning experts 	<ul style="list-style-type: none"> ▪ Regional security and stability remains. ▪ Identification of correct counterparts to work closely with the twinning experts
Specific (Project) Objective(s)	To enhance Department of Land and Survey (DLS) capacity by improving its operating framework and database model in line with applicable standards, which will ensure cadaster information integrity to provide accurate, up to date, and secured cadastral services.	Department of Land and Survey (DLS) institutional and technical framework enhanced and aligned to international best practice. Baseline: 0 Target: 1	<ul style="list-style-type: none"> ▪ Progress reports and documentation ▪ Quarterly Progress reports ▪ Project Evaluation Reports 		

Component 1: Jordan Land Administration Framework enhanced in alignment to FELA

Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions
<p>Result 1.1 Jordan Land Administration framework enhanced in alignment to FELA</p>	<ul style="list-style-type: none"> ▪ A comprehensive assessment report for current Land Administration framework is prepared Baseline: 0 Target: 1 ▪ Assessment and gap analysis in accordance with FELA conducted is prepared. Baseline: 0 Target: 1 ▪ Roadmap to enhance Land Administration framework in alignment to FELA designed. Baseline: 0 Target: 1 ▪ Capacity building on FELA developed and implemented. Baseline: 0 Target: 1 	<ul style="list-style-type: none"> ▪ Missions' reports ▪ Approved technical reports. ▪ Documentation of participants attending sessions. ▪ Satisfaction survey 	<ul style="list-style-type: none"> ▪ Challenges in gathering needed assessment information. ▪ Shortage of English documentation ▪ Heavy time schedule for personnel and conflicting activities in the department ▪ Delays in approval of reports 	<ul style="list-style-type: none"> ▪ Ensure on-time translation of the necessary documents ▪ Supportive management at all levels ▪ Commitment of the personnel involved.

Component 1: Jordan Land Administration Framework enhanced in alignment to FELA				
Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions
Result 1.2 Stakeholders' engagement action plan developed	<ul style="list-style-type: none"> ▪ Detailed analysis report of DLS key Stakeholders prepared. Baseline: 0 Target: 1 ▪ Stakeholders' engagement action plan developed. Baseline: 0 Target: 1 	<ul style="list-style-type: none"> ▪ Missions' reports ▪ Approved technical reports 	<ul style="list-style-type: none"> ▪ Challenges in coordination for Stakeholders meetings and cooperation. ▪ Delays in approval of reports 	<ul style="list-style-type: none"> ▪ Supportive management at all levels ▪ Commitment of the personnel involved.

Component 2: Jordan LADM Country profile established				
Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions
Result 2.1 Jordan LADM country profile designed.	<ul style="list-style-type: none"> ▪ Detailed analysis report of current used databases (spatial and descriptive) in DLS prepared Baseline: 0 Target: 1 	<ul style="list-style-type: none"> ▪ Missions' reports ▪ Approved technical reports. 	<ul style="list-style-type: none"> ▪ Heavy time schedule for personnel and conflicting activities in the department ▪ Challenges in gathering needed assessment information. 	<ul style="list-style-type: none"> ▪ Commitment of the personnel involved. ▪ Ensure on-time translation of the necessary documents

Component 2: Jordan LADM Country profile established				
Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions
	<ul style="list-style-type: none"> ▪ Analysis report of DLS key Stakeholders affected by LADM developed. Baseline: 0 Target: 1 ▪ Stakeholders' engagement action plan developed. Baseline: 0 Target: 1 ▪ DLS LADM profile designed Baseline: 0 Target: 1 		<ul style="list-style-type: none"> ▪ Shortage of English databases documentation ▪ Challenges in coordination for Stakeholders meetings and cooperation. ▪ Delays in approval of reports 	<ul style="list-style-type: none"> ▪ Supportive management at all levels
Result 2.2: Designed country profile piloted.	<ul style="list-style-type: none"> ▪ Capacity Building on LADM are developed and implemented. Baseline: 0 Target: 1 	<ul style="list-style-type: none"> ▪ Missions' reports ▪ Approved training material ▪ Documentation of participants attending sessions. ▪ Satisfaction surveys ▪ Approved technical reports. 	<ul style="list-style-type: none"> ▪ Heavy time schedule for personnel and conflicting activities in the department ▪ Delays in approval of reports 	<ul style="list-style-type: none"> ▪ Commitment of the involved personnel. ▪ Supportive management at all levels

Component 2: Jordan LADM Country profile established				
Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions
	<ul style="list-style-type: none"> ▪ Designed country profile implemented in a pilot area Baseline: 0 Target: 1 			

Component 3: Design roadmap for enhancement of DLS Land Administration System used technologies.				
Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions
Result 3.1 An integrated enterprise land administration system designed.	<ul style="list-style-type: none"> ▪ Detailed assessment report of existing DLS's Land Administration System existing technologies (spatial, descriptive, workflows, and reporting) prepared. ▪ Assessment report of users' requirements prepared. 	<ul style="list-style-type: none"> ▪ Missions' Reports ▪ Approved technical reports. ▪ Users' surveys and questionnaires. 	<ul style="list-style-type: none"> ▪ Heavy time schedule for personnel and conflicting activities in the department ▪ Challenges in gathering needed assessment information. ▪ Shortage of systems English documentation ▪ Delays in approval of reports 	<ul style="list-style-type: none"> ▪ Commitment of the personnel involved. ▪ Ensure on-time translation of the necessary documents ▪ Supportive management at all levels

Component 3: Design roadmap for enhancement of DLS Land Administration System used technologies.

Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions
	<ul style="list-style-type: none"> ▪ Roadmap for enhancement of DLS Land Administration System used technologies is designed. <p>Baseline: 0 Target: 1</p>			
<p>Result 3.2: Designed Roadmap recommendations piloted.</p>	<ul style="list-style-type: none"> ▪ Capacity Building sessions on best practices Land Administration Systems are developed and implemented. ▪ Designed recommendations implemented in a pilot area <p>Baseline: 0 Target: 1</p>	<ul style="list-style-type: none"> ▪ Missions' reports ▪ Approved training material ▪ Satisfaction surveys ▪ Approved technical reports 	<ul style="list-style-type: none"> ▪ Heavy time schedule for personnel and conflicting activities in the department ▪ Change of involved personnel after the technical awareness sessions 	<ul style="list-style-type: none"> ▪ Commitment of the involved personnel. ▪ Supportive management at all levels

Annex 2. Organizational Chart of the Department of Lands and Survey - 2024

