



ANNEX C1: Twinning Fiche

Project title: Support Jordan's Institutional and Technical Capacity in the Mining Sector, in Line with EU Standards and Best Practices

Beneficiary administration: The Ministry of Energy and Mineral Resources of the Hashemite Kingdom of Jordan

Twining Reference: JO 22 NDICI OT 03 25

Publication notice reference: EuropeAid/185592/ID/ACT/JO

EU funded project

TWINNING TOOL

1. Basic Information

- 1.1 Programme: Partnership Implementation Facility (“Sharaka”) – 2022/044-559, NDICI-GEO-MENA/ACT-60902 indirect management with ex-ante control.
- 1.2 Twinning Sector: Other (OT).
- 1.3 EU funded budget: EUR 1 600 000.00
- 1.4 Sustainable Development Goals (SDGs):
 - SDG 9 – Innovation, industry, infrastructure
 - SDG 8 Decent work economic growth
 - SDG 12 Responsible Consumption and Production

2. Objectives

2.1 Overall Objective:

To increase Foreign Direct Investment into Jordan’s mining sector, and thus creating more direct and indirect jobs while increasing government revenues.

2.2 Specific objective:

To support the implementation of Jordan’s National Mining Strategy in line with EU standards and international best practices.

- 2.3 The elements targeted include the Economic Modernization Vision 2026 – 2029, the Jordan National Mining Sector Strategy, as well as the Natural Resources Law.

The Jordan National Mining Sector Strategy adopted in 2023 by MEMR outlines a comprehensive plan to transform Jordan's mining sector into a significant pillar of the national economy. The strategy focuses on maximizing the socio-economic contributions of the mining value chain by creating an investor-friendly environment supported by a reliable institutional framework. The report identifies key strengths, such as Jordan's diverse mineral potential, geopolitical stability, and existing phosphate and potash expertise, while addressing critical bottlenecks like high power costs, limited water access, and an unclear regulatory framework. The strategy emphasizes the importance of attracting foreign direct investment (FDI) to accelerate exploration and develop new value chains for metallic minerals like copper, gold, lithium, and rare earth elements (REEs).

The report proposes 14 strategic recommendations across licensing, fiscal, governance, and regulatory reforms, with six identified as "quick wins" for immediate implementation. These include defining mining-specific investment incentives, establishing a "single window" for streamlined collaboration, improving the geoscience database, and enacting competitive mineral royalty rates. The recommendations aim to enhance transparency, reduce discretionary decision-making, and align Jordan's mining framework with global best practices. Additionally, the strategy highlights the need for scaling up sector promotion efforts to address market misperceptions and build trust with investors.

The roadmap also emphasizes the importance of downstream developments to unlock the full potential of Jordan's mining sector. For example, leveraging Jordan's expertise in phosphate and potash to expand into value-added products and exploring opportunities in lithium, copper, and REEs. The report underscores the need for enablers such as competitive utility access, fiscal incentives, and effective waste management to support these developments. It also stresses the importance of sustainable and socially responsible mining practices to maintain the sector's social license to operate.

The strategy envisions a phased approach to implementation, starting with quick wins to build momentum and investor confidence. By addressing critical bottlenecks, fostering institutional collaboration, and aligning with international standards, Jordan aims to position its mining sector as a globally competitive and sustainable contributor to the national economy. The report highlights the transformative potential of the sector, projecting significant growth in GDP, employment, exports, and fiscal revenues over the next decade.

3. Description

3.1 Background and justification:

Jordan's mining sector combines strong geological potential with a mature fertiliser industry, yet Foreign Direct Investment (FDI) into upstream exploration and mid-stream processing remains modest. Investor feedback highlights a licensing regime that is perceived as complex, time-consuming, with fragmented permitting across agencies, and limited transparency on timelines, data and decision criteria. These factors, together with constrained access to high-quality geological information and risk capital for greenfield exploration, have dampened deal flow and delayed brownfield optimisation. Addressing these bottlenecks -while strengthening environmental and social performance -will be decisive for attracting credible operators and technology partners.

At the same time, the EU's Critical Raw Materials Act (CRMA) creates a timely opportunity for Jordan to position priority deposits and processing projects as part of resilient, rules-based supply chains into Europe. Preparing high-quality Strategic Project applications requires a licensing framework that embeds clear ESG safeguards, robust stakeholder engagement, credible technology pathways (including low-carbon power, water efficiency and waste/tailings management), and finance-ability (bankable offtake, risk-sharing and blended-finance options). The action will therefore support Jordan to align its licensing standards, due-diligence practices and disclosure with CRMA expectations, so that projects can advance from exploration to investment decision with fewer frictions and lower sovereign and project risk.

To sustain this shift, the action will work in alignment with the need recognised by MEMR to establish a Centre of Excellence for Mining and Materials - a practical vehicle to build a network of applied geoscience skills and applied research (with a focus on developing critical raw materials value chains), with a focus on energy (uranium and thorium), energy transition materials (copper, lithium, REEs, silica sand) and agrominerals (potash and phosphates).

Decarbonisation is integral to competitiveness. The EU's Carbon Border Adjustment Mechanism (CBAM) will increasingly shape access to the EU market for fertiliser products. The action will therefore help Jordan's fertiliser sector chart credible net-zero pathways—combining energy-efficiency upgrades, electrification, fuel-switching, green hydrogen/ammonia pilots where viable, and robust MRV systems for product-level emissions. Embedding these requirements in licensing, permitting and compliance will both future-proof exports and crowd in climate-aligned finance.

Finally, to stimulate exploration and quality FDI, the action will improve availability of exploration technology and services—standardising data packages, modernising procurement for airborne surveys and drilling, and clarifying IP/data-sharing rules—while preparing an investment booth programme that showcases legislative best practice. This will present, at priority investment fora, a transparent licensing architecture (clear process maps, service standards, contract templates and model agreements), an upgraded digital cadastre, and pipeline “fact sheets” that meet the expectations of EU investors and CRMA-aligned partners. Together, these measures will enhance Jordan's licensing regime, unlock responsible investment, and accelerate the transition from extraction to sustainable value addition.

3.2 Ongoing reforms:

Jordan has laid a clear legal and institutional platform for mining-sector reform. The Natural Resources Law No. 19 of 2018 defines roles across the system, with the Energy and Minerals Regulatory Commission (EMRC) empowered to issue permits and licences for reconnaissance, exploration and exploitation, grant discovery certificates, and conduct inspections to ensure compliance with safety and environmental requirements. This division of labour underpins the current wave of licensing and governance upgrades.

Reforms to the wider investment climate complement these sectoral measures.

The Investment Environment Law No. 21 of 2022 - effective from 16 January 2023 and operationalised by Regulation No. 7 of 2023 - streamlined investor rights, registration and licensing processes, and clarified modalities for development and free zones. Practical guidance issued to investors highlights the new incentives and simplified procedures now in

Strategic direction is provided by the National Mining Sector Strategy and its 2023–2033 roadmap, which aim to maximise the sector’s socio-economic contribution by creating an investor-friendly framework backed by reliable institutions. The roadmap emphasises early, actionable steps to build momentum - aligning geological potential with market demand, infrastructure and skills - while raising standards on environmental and social performance.

Modernising data and licensing is a core pillar of this approach. The Ministry of Energy and Mineral Resources (MEMR), working with German partners through CONNEX, has initiated the development of a digital geological map and the upgrading of geological and mining databases. These actions are designed to improve exploration transparency, strengthen the evidence base for licensing decisions, and streamline workflows across agencies.

Trade and logistics enablers are advancing in parallel. In 2024, Jordan and UAE partners signed agreements for a US\$2.3 billion railway linking the Port of Aqaba with the Shidiyah and Ghor Al-Safi mining areas - an investment expected to lower bulk transport costs for phosphates and future mineral projects, and to reinforce Jordan’s competitiveness in regional value chains.

3.3 Linked activities:

In December 2024, Jordan’s state-owned Jordan Uranium Mining Company (JUMCO) signed a memorandum of understanding with Kazakhstan’s national atomic-minerals company Kazatomprom to collaborate on uranium exploration and extraction in Jordan. Subsequently, in August 2025 both parties signed a Heads of Agreement relating to the so-called “Central Jordan Uranium Project”, in which Jordan brings a substantial resource base (identified conventional resources of around 63,000 t U and unconventional reserves of about 98,000 t U) and Kazakhstan contributes deep expertise in uranium mining, processing and international marketing. While uranium mining is under the purview of the Jordan Atomic Energy Commission (JAEC), there are linkages to the mining sector more generally, due to the potential of radioactive trace elements in phosphate rock deposits.

The European Investment Bank (EIB) has provided technical-assistance grants and soft financing in Jordan over the past few decades, including for industrial and infrastructure projects.. As Jordan’s mining sector develops, further involvement from the EIB may take place.

The European Bank for Reconstruction and Development (EBRD) has been investing in Jordan since 2012. The focus has historically been on supporting sustainable energy, direct and indirect financing of private enterprises. The EBRD has launched its “Junior Mining Programme (JUMP)”, a €150 million dedicated facility for equity/quasi-equity investments in early-stage mining companies in its region of operations. The mandate covers “critical or strategic raw materials ... primarily ... for green and digital transition” and other minerals “on a selective basis.” The “geography” section of the JUMP programme lists all EBRD countries of operations as eligible. Jordan is one of those.

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

3.4.1 EU legislation impacting on the Jordanian Mining Strategy

- Critical Raw Materials Act (CRMA) Regulation (EU) 2024/1252
- Conflict Minerals Regulation (EU) 2017/821
- Corporate Sustainability Due Diligence Directive (EU) 2024/1760 (CSDDD)
- Corporate Sustainability Reporting Directive (EU) 2022/2464 (CSRD)
- EU Taxonomy Regulation (EU) 2020/852
- Batteries Regulation (EU) 2023/1542
- Ecodesign for Sustainable Products Regulation (EU) 2024/1781 (ESPR)
- Hydrogen and Gas Market Directive (Directive (EU) 2024/1788
- EU Fertiliser Products Regulation (FPR) (EU) No 2019/1009
- Carbon Border Adjustment Mechanism (CBAM) Regulation (EU) 2023/956
- The Mining Waste Directive (Directive 2006/21/EC)
- Aarhus Regulation (Regulation (EC) No 1367/2006

3.4.2 Non-Mining EU Environmental Directives and Regulations that impact on Jordanian Mining Strategy

- EIA Directive 2011/92/EU as amended by 2014/52/EU
- SEA Directive 2001/42/EC
- Birds Directive 2009/147/EC
- Habitats Directive 92/43/EEC
- Water Framework Directive 2000/60/EC .
- Seveso III (2012/18/EU)
- Environmental Liability Directive 2004/35/EC

3.4.3 EU Chemical Regulations impacting on mine processing

- REACH and CLP Regulations

3.4.4 CRMA Projects in Partner countries.

For a Partner Country like Jordan to be considered for the award of Strategic Project status within the CRMA, criteria may consider compliance with applicable national law, provided that such law offers sufficient assurance of adherence to the relevant criterion or its aspects, as well as the following international instruments:

- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy;
- OECD Due Diligence Guidance for Responsible Business Conduct, in particular the guidelines related to combatting corruption;
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas;
- OECD Due Diligence Guidance for Meaningful Stakeholder Engagement in the Extractive Sector, including where referring to the principles set out in the United Nations Declaration on the Rights of Indigenous Peoples;
- OECD Principles of Corporate Governance;
- OECD Guidelines for Multinational Enterprises on Responsible Business Conduct;

- UN Guiding Principles on Business and Human Rights;
- IFC Performance Standard 5 on Land Acquisition and Involuntary Resettlement.

Considering environmental compliance between EIAs requirements as a measure of sustainability this underpins the permitting legislation of EU MSs, with cross-cutting impacts on the CRMA, CBAM and sustainability practices along the raw materials value chain.

3.5 Components and results per component

Component 1: Strengthening Jordan's regulatory framework and institutional position for increased investment (in line with National Mineral Strategy and EU standards/best practices)

Result 1.1: Licensing terms reviewed

Result 1.2: Supporting the establishment of an integrated cadastre and geodata management information system.

Result 1.3: Enhancing Jordan's capacity to attract investments in the mining sector

Component 2: Enhancing Jordan mineral value chain in line with EU standard and best practices

Result 2.1: Enhancing inter-government regulatory framework in line with CRMA requirements for 3rd countries.

Result 2.2: Supporting access to EU market reflecting needed EU Standards (CBAM, CSRD, CDDD, relevant traceability and due diligence systems, etc.)

Component 3: Supporting the establishment of Jordan's Centre of Excellence (CoE) for mining

Result 3.1: Setting up CoE strategic direction.

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.

3.6.1 Profile and tasks of the Project Leader (PL)

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.

Tasks

- 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 on quarterly basis.
- Project reporting

Education

- University degree in mineral economics, minerals law, or a related field within raw materials value chain, or equivalent relevant professional experience of 8 years.

Qualifications and skills

- Proven experience in working with high-ranking officials.
- A minimum of 3 years of professional experience in leading similar projects, involving the implementation of minerals policy and applied industry research institutions within the related government agencies.
- Broad knowledge of minerals raw material value chain and the relevance of innovation and mining policy to its growth and minerals industry Centre of Excellence

- Experience in project management in EU funded projects, EU Twinning or TAIEX is an advantage.
- Experience in project governance and supervision.

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:

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.

Tasks

- 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.
- 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 mining industry related discipline (technical, financial, legal) or equivalent relevant professional experience of 8 years.

Experience

- A minimum of 3 years of specific experience in an EU MS public body applied research body, or Geological Survey.
- Experience in project management.
- Experience in implementing similar or related assistance and cooperation projects.
- Previous experience in EU funded projects.

Language skills

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

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 MEMR. 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 (Mining industry and Earth Science disciplines and their derivatives of Geology, Engineering and Metallurgy)) or equivalent relevant professional experience of 8 years.

General Experience of the team of component leaders

- A minimum of 3 years of professional experience in the field of Earth Sciences and mining disciplines, technical, legal and financial in the public service.
- Solid experience in cross-sector teamwork.
- Solid understanding of emerging EU mineral policy, EU sustainability directives, Mining Best Practice, Mining Legislation Best Practice, Public Private Partnerships, Centre of Excellence models serving the mining industry, awareness of global trends and risks in mining, social licence to operate, mineral beneficiation technologies, green transition, just transition, applied technologies across the raw material value chain.
- 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.

3.6.4 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:

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: Ministry of Energy and Mineral Resources

The Department/Directorate within the Beneficiary administration

- Geology and Mining Directorate
- Petroleum and Oil Shale Directorate
- Laboratories Directorate

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:

Dema Al-Bunni
Geologist
Geology and Mining Directorate
Ministry of Energy and Mineral Resources
P.O. Box 140027 Amman, 11814 Jordan
+962 79 278 4133
dimaB@memr.gov.jo

5.3.2 PL counterpart

Director of Geology and Mining Directorate
Ministry of Energy and Mineral Resources
P.O. Box 140027 Amman, 11814 Jordan
hisham.alzyood@MEMR.GOV.JO

5.3.3 RTA counterpart

Head of Geological Data Processing Division
Ministry of Energy and Mineral Resources
P.O. Box 140027 Amman, 11814 Jordan
Laith.Abuaffar@MEMR.GOV.JO

6. Duration of the project

Implementation Period = 24 months

7. Management and reporting¹

7.1 Language

¹ Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

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.

The establishing of a CoE will exceed the length of the Twinning Fiche. However, regardless of the proposed structure a mechanism for the CoE to be either part funded (Industry and Government) or fully funded by a revenue stream from the provision of services must be agreed on by the Beneficiary administration.

Components to be addressed within this Twinning Fiche includes support to development of minerals sector policies, including assessment of legislation and amendments (especially Union acquis), the sustainability of mandatory results/outputs is best ensured by ensuring that policy and legislative proposals are backed up by at least basic impact assessments (regulatory, fiscal) and they are consulted with both internal and external stakeholders (inter-ministerial, domestic and foreign mining companies, CSOs and public consultations), as required by Beneficiary country legislation.

Sufficient time should be allocated to this preparatory work during the project in consideration of the timelines of EU legislation such as the CBAM, and the targets for sourcing of material within the CRMA.

Since results should be sustained the Beneficiary should describe how they in their budget planning (Medium-Term Business Planning (MTBP) or alike) have planned necessary resources ensuring the sustainability, particularly for CoE and promotion of Jordan as a minerals friendly investment destination.

9. Crosscutting issues (*equal opportunity, environment, climate etc...*)

The crosscutting issues for the project are clearly demonstrated in 3.4.1 *EU legislation impacting on the Jordanian Mining Strategy, inc.*, 3.4.2, 3.4.3 & 3.4.4. These crosscutting issues underpin the requirements for projects to demonstrate suitability as Strategic Projects as defined within the CRMA.

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 is 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 Twinning arrangement will be hosted in the MEMR but considering the cross-cutting nature of all 3 components across Government Ministries, Industry, Academia and CSO the Steering Committee should reflect these 4 stakeholder groups. Their commitment and participation are crucial.

There are 2-time sensitive drivers within the programme. The delivery to the CRMA 2030 targets and CBAM compliance, and the programme should be sequenced to consider these target dates.

11. Indicators for performance measurement

Indicator 1.1.1 An assessment report and gap analysis adopted

Indicator 1.2.1 System layout/design recommended

Indicator 1.2.2 Essential capacity building plan developed and delivered.

Indicator 1.3.1 Investment Promotion plan drafted

Indicator 1.3.2 Targeted training on investment promotion prepared and delivered, including support for mining conference presentations

Indicator 2.1. regulatory framework reviewed and recommendations adopted by MEMR management

Indicator 2.2.1 A comprehensive assessment developed including EU Standards, bottlenecks and recommendations

Indicator 2.2.2 MEMR mining staff capacity built on needed EU standards and CRM value creation such as Silica Sands and Potash

Indicator 2.2.3 Awareness of fertiliser industry on CBAM compliance raised

Indicator 3.1.1 business model drafted including concept design, institutional set-up and initially needed capacity support

Indicator 3.1.2 potential partners identified and MoU drafted

Indicator 3.1.3 laboratory services reviewed, and service delivery model developed

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).

ANNEX TO PROJECT FICHE

The Simplified Logical framework matrix

Annex 1 : Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	To increase Foreign Direct Investment into Jordan's mining sector, and thus creating more direct and indirect jobs while increasing government revenues.	FDI Current: \$149m (2024) Target: \$1500m by 2031	Central Bank of Jordan data	Lack of geological data (maps, regional geophysical, and geochemical data)	<ul style="list-style-type: none"> - Regional security and instability - Alignment to mining companies' risk registers
Specific (Project) Objective	To support the implementation of Jordan's National Mining Strategy in line with EU standards and international best practices.	National Mining Strategy implemented Baseline: strategy not yet being implemented.	Baseline study and End of project commissioned review.	Complexity of the legislative framework restricting timely restructuring of laws and regulation.	<ul style="list-style-type: none"> - Commodity and mining investment cycle - Neighbouring jurisdictions present better investment opportunities

Component 1: Strengthening Jordan's regulatory framework and institutional position for increased investment (in line with National Mineral Strategy and EU standards/best practices)				
Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Result 1.1: Licensing terms reviewed	1.1 An assessment report and gap analysis adopted	Project report	Political economy resistance to new terms being recommended	The existing Mineral Strategy remains valid/endorsed
Result 1.2: Supporting the establishment of an integrated cadastre and geodata management information system.	1.2.1 System layout/design recommended		Institutional cooperation between MEMR and EMRC	Budget identified for the IT platform
	1.2.2. Essential capacity building plan developed and delivered.		Staff turnover	Datasets are available for the training
Result 1.3: Enhancing Jordan's capacity to attract investments in the mining sector	1.3.1 Investment Promotion plan drafted			MEMR leadership ready to begin investment promotion campaign
	1.3.2 Targeted training on investment promotion prepared and delivered, including support for mining conference presentations (57 MEMR staff and 23 EMRC staff, as minimum)			

Component 2: Enhancing Jordan mineral value chain in line with EU standard and best practices				
Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Result 2.1: Enhancing inter-government regulatory framework in line with CRMA requirements for 3rd countries.	2.1 Regulatory framework reviewed and recommendations adopted by MEMR management	Project report	Poor engagement from line Ministries Changes to EU laws	CRMA requirements from 3rd Countries remain the same Relevant EU laws/requirements remain the same
Result 2.2: Supporting access to EU market reflecting needed EU Standards (CBAM, CSRD, CDDD, relevant traceability and due diligence systems, etc)	2.2.1 Comprehensive assessment developed including EU Standards, bottlenecks and recommendations			
	2.2.2 MEMR mining staff capacity built on needed EU standards and CRM value creation such as Silica Sands and Potash			
	2.2.3 Awareness of fertiliser industry on CBAM compliance raised			

Component 3: Supporting the establishment of Jordan's Centre of Excellence (CoE) for mining				
Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)

Result 3.1: Setting up CoE strategic direction	3.1.1 Business model drafted including concept design, institutional set-up and initially needed capacity support	Project report	Institutional ownership not identified/agreed	MEMR agrees to move forwards with the CoE project
	3.1.2 Potential partners identified and MoU drafted		Administrative complexity regarding partnership agreement development	
	3.1.3 Laboratory services reviewed, and service delivery model developed		Lack of cooperation from all laboratories	