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Resilient nations.

United Nations Development Programme
Government of the Hashemite Kingdom of Jordan
Project Document

Project Title: (Property Tax Project – Phase III– Knowledge Transfer and Project Handover).

Property Tax Project – Phase III- Capacity to implement an effective decentralized nationwide property tax system developed; up to date accurate data compiled; in revenue at the lowest levels promoted and increased

Project Number: 00111104

Implementing Partner: Ministry of Finance and Ministry of Municipal Affairs

Start Date: 01 August 2018   **End Date:** 31 December 2020

PAC Meeting date:

Brief Description
Capacity to implement an effective decentralized nationwide property tax system Jordan, through a UNDP project, has pioneered a significant range of ICT applications to improve the lives of Jordanian citizens at local government. The 2003- 2010 UNDP project on property tax has played a dual role: first, it has demonstrated the role ICT can play in enhancing development outcomes through greater transparency, greater convenience, revenue growth and cost reduction. Second, this project has proved that fiscal decentralization is possible, attainable, and rewarding to both the central government and local communities. Phase II of the Property Tax Project covered the period from 1 October 2010 till 31 December 2017. The Project aimed at developing an effective decentralized property tax system through devolving property tax collection to the municipal level through programming of vocational licences, construction permits and regulatory revenues. This project document is at phase three and aims to build on the aforementioned project of devolving property tax collection to the municipal level with the specific objective of: increasing compliance rate, implement a more cost-

effective system, and provide a better enabling environment for property tax collection in Jordan, and empower local communities. The project will work towards achieving objectives under the UN Sustainable Development Framework (UNSDF) that are strengthening decentralization and promoting gender equality. This will facilitate equal access to ICT by the marginalized and women.

Programme Period:	2018-2022
Atlas Award ID:	00112694
Project ID:	00111104
Start date:	August 2018
End Date:	December 2020
Management Arrangements:	NIM
PAC Meeting Date:	TBD.
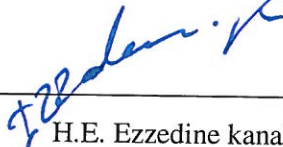
Total resources required	US$ 1,785,000
Total allocated resources	US$ 1,785,000
• UNDP (cash)	US$ 450,000
• Other:	
o Ministry of Municipal Affairs	US$ 1,080,000
o Ministry of Finance	US$ 255,000

Ministry of Planning and
International Cooperation

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H.E. Dr. Mary Kawar

Ministry of Finance
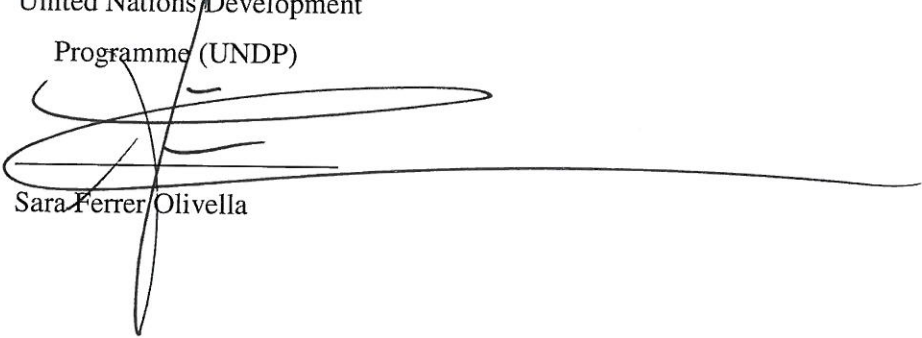(Implementing Partner)

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Ministry of Municipal Affairs
(Implementing Partner)

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H.E. Eng. Walid M. Masri

United Nations Development
Programme (UNDP)

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Sara Ferrer Olivella

Executive Summary:

The purpose of phase three of the property Tax Project is thatit's essential to build and execute a comprehensive **"Knowledge Transfer and Project Handover"** for the property tax project which takes into consideration the **capacity building** and **training** needs for different levels of staff /trainers/users.

This will also entail implementing a comprehensive communication plan to ensure project **outreach** and **high rates of uptakes** of all its components. A **marketing campaign** is needed also to support project outcomes and objectives, and is part of the **communication strategy**, and will be taken asan important pillar to ensure the project outcome (high usability).

The project team will also work to finalize the integration with the unified financial system and other financial systems in the municipalities, **and ensuring the project sustainability, technically and operationa**lly. The project goes in line with the outcome of the United Nations Sustainable Development Framework (UNSDF), 2018-2022, namely: Institutions in Jordan at national and local levels are more responsive, inclusive, accountable, transparent and resilient.

His Majesty, King Abdullah II on numerous occasions, has called for the reform of the system of local administration. His Majesty's calls for under taking decentralization reform have focused on increasing the participation of citizens in decision-making and in the oversight of public institutions at the local level with a particular focus on increasing accountability and transparency in the allocation and utilization of public resources for local development.

Contents

List of Abbreviations and Acronyms

APR	Annual Progress Report
CAMA	Computer-Assisted Mass Appraisal
CDR	Combined Delivery Report
CTR	Comprehensive Technical Report
GAM	Greater Amman Municipality
GOJ	Government of Jordan
ICT	Information Communication Technology
RLDP	Regional and Local Development Programme
ISS	Implementation Support Service
MFC	Municipal Financial Centers
MOF	Ministry of Finance
MOMA	Ministry of Municipal Affairs
MOPIC	Ministry of Planning and International Cooperation
NEX (NIM)	National Execution Modality National Implementation Modality
NGO	Non-Governmental Organization
PM	Project Manager
PT	Property Tax
RJGC	Royal Jordanian Geographic Center
QPR	Quarterly Progress Report
SBAA	Standard Basic Assistance Agreement
SGN	Secure Government Network
TPR	Tripartite Review Meeting
UN	United Nations
UNSDF	The United Nations Sustainable Development Framework
UNDP	United Nations Development Programme

Development Challenges

Jordan, like other countries, faces financial and economic challenges that have impacted economic growth rates and reflected negatively on the level of development especially at the local level. The Government of Jordan (GoJ) is exerting maximum effort to develop the economy, ensure the best management of resources and work according to clear plans that protect the country from the repercussions of the global economic crisis and enable it to achieve the highest levels of growth. Socioeconomic vulnerabilities vary widely between the 12 governorates, especially in terms of local economic development and concentration of urbanized poverty.

The GoJ's fiscal reform program seeks to maintain fiscal stability and avert financial crises. This will be done through efficient allocation of financial resources, strengthening reliance on local resources, more efficient and equitable collection of taxes especially by municipalities which will enable then them to achieve better living standards for citizens and fight poverty and unemployment.

Focusing on property tax collection at the local level is consistent with the GoJ's policy towards adopting the proposed overall fiscal and tax reform. The property tax project 2003-2017 has had visible impact on expanding e-government and enhancing transparency; assist in anti-corruption efforts, and entrench fiscal decentralization.

Electronic information systems are a major component for this reform. Through e-government, a thorough electronic information management systems were developed over the past nine years which was accompanied by clear and transparent procedures and processes which have, in turn, led to more equal and equitable property tax collection across the country for men and women. The installation and compilation of the electronic management system was gradually accompanied by the simplification of tax collection, which included, *inter alia*, resource reallocation from central to local level. Currently, the direct taxes which are being collected by municipalities are contributing to providing financial resources for all municipalities at the local level.

In addition to the general development challenges, there are challenges regarding the successful termination of the project and, more importantly, ensuring its sustainability. Most government projects that contain a technical element suffer from inability to achieve all of its objectives. They even suffer a regress or a halting of work because of the following factors:

- Not providing sufficient attention nor time required for knowledge transfer from the implementing party to the operating party.

- Not allocating a budget within the project for intensive training to the operating party from the government's side.
- Hastily transferring government employees, especially IT experts, from their positions and work which negatively affects the efficiency of the IT systems used.
- The need for training the operating staff by the relevant service provider staff, and changing their expertise to provide these services electronically as opposed to on paper.
- Aging and deterioration of the systems and servers throughout the preliminary operational period, and not allocating sufficient resources to replacing them.

These challenges must be taken into consideration to ensure the sustainability of the outputs of any development project.

Strategy

With the property tax project reaching its most important phase (which is the handover to the benefiting party, i.e. the MOMA), it is essential to build a comprehensive **"Knowledge Transfer"** strategy for the property tax project which takes into consideration the **capacity building** and **training** needs for different levels of staff /trainers/users.

Drafting and implementing a comprehensive communication plan to ensure project outreach and high rates of uptakes of all its components. A marketing campaign is needed to support project outcomes and objectives, and is part of the communication strategy, and will be treated as important pillar to ensure the project outcome (high usability).

The project team will also work to finalize the integration with the unified financial system and other financial systems in the municipalities, and ensuring the project sustainability technically and operationally.

Property Tax Project -Phase III- planned outputs (2018-2020)

1- Knowledge transfer, and Capacity building and project Handover

1.1. Plan, and implement the project **Handover** processes which contains:

Training the IT Directorate's staff within MOMA (given their respective specializations):

- 1.1.1. Systems management
- 1.1.2. Security information management
- 1.1.3. Operation management
- 1.1.4. Development and maintenance of programming
- 1.1.5. Training management

1.2. Training the municipalities' management teams and their financial managers on legal background and operational feedback for the system.

1.3. Training the municipalities' employees on providing proposed services through the completed IT systems from the property tax project which are:

- 1.3.1. Property tax and land system in the municipal areas
- 1.3.2. Connecting the systems with the (madfooat.com) e-payment system
- 1.3.3. Work permits system
- 1.3.4. Planning returns system
- 1.3.5. Establishment permit system

     1.3.6.   Connecting with the automated payment system (efawateercom.jo)

    1.4. Handover, move, and install the Project data centers from MoF location to the new location in the (MOMA – ICT Directorate).

    1.5. Propose, and assist MoMA to exchange data communication lines connecting the main datacenter to all municipalities and its services locations, from DSL to the Secure Government Network (SGN).

2. Finalization of integration with the unified MoF financial systems (GFMIS).

3. Drafting and implementing the marketing and communication plans.

4. Building Integration API (Application Programming Interface) to connect with the Greater Amman Municipality existing traffic violations system.

5. Drafting a comprehensive, financial, and executive study on the implementation and addition of a digital layer on the Geographical Information System (GIS), to assist and follow up with the work of the Financial Evaluation Committee.

Taking into consideration that the project by the end of 2017 will have completed the following outcomes:

Property tax project Phase II, is built on the following main components (outcomes):

1. Draft property-related tax laws are completed to establish the legal and institutional framework for the implementation of a modern property tax system.

2. The current nationwide de-centralized property tax information system upgraded and implemented in all municipalities (including infrastructure) established and the system further enhanced.

3. Equitable, cost-effective, and comprehensible assessment systems designed.

4. Property tax compliance mechanisms drafted and implemented.

5. The transition between the previous phase and the new project is ensured through the interim support of the Project Management Unit.

6. A Property Tax Directorate established in line with the new proposed law that is capable of regulating and monitoring assessment value able to equally consider men and women's perspectives in implementing the decentralized property tax information system.

Property tax project Phase II outputs will end in Dec 2017, a new phase tothe project is required from 2018-2020 in order to ensure smooth and effective: a) Project Knowledge Transfer, and b) Project Handover to MOMA Information Technology Directorate,

Results and Partnerships

Output 1: Plan and implement the Knowledge transfer, and Capacity building and project Handover

This pivotal output will focus on knowledge transfer, not only the tasks and powers transferred between the two teams of the project; the operational team from the MOF team, and the operational team under the MOMA. The transfer of knowledge should take into consideration the requirements that should be provided by the employees in each of the required operational sectors (from project management, to management of data centers, information security team, software and databases development and maintenance team, down to the team coaches.

A clear comprehensive study should be made on the preliminary needs required of each of them from expertise to experiences, and conducting a survey of the team whose capacities we want to enhance, who the knowledge will be transferred to, whose needs we want to identify, and drafting a comprehensive training plan that is condensed in the first year of the project handover process to ensure the highest level of readiness and then finalizing in the second and third year to reinforce capacities.

The focus is also on the coaches who will work as a core for later technical support to municipalities staff and to be trainers for them on the use of these systems. This is one of the ways to guarantee the effectiveness of the project from an operating standpoint. They must be supported by providing them with printed and interactive operating manuals.

Among the knowledge transfer operations will be the training of more than 900 employees of the municipalities which installed these systems during the period of three years. The training of a large portion of them, more than 500 employees, in 2018 and then 300 in 2019, and finally 100 employeesin the year 2020. The training will focus on the use of systems and the delivery of services to the citizens through the systems.

Training of municipal management teams and financial managers will cover about 200 managers and financial managers, who will be trained on the foundations of collection and its circumstances; laws and cases that relied on building the systems used will be discussed.

It will also address the issue of the transfer of data centers and what it contains from main and backup service providers, web connection equipment, and communication with more than 30 municipalities and service center in Jordanian governorates, based in MOMA building, and combining it with their data-based centers, making sure that this transfer process will be in accordance with the intended plan which prevents service interruptions during this transfer process.

Both technical teams from the MoF and MOMA will work to replace existing lines of communication of the DSL type between the data center and municipal sites and service sites which are related to it, with an annual operating cost exceeding a million US dollars to the lines of communication via Secure Government Network (SGN), which will reduce the annual operating cost of the project to the minimum required for maintenance and training.

Output 2: Ensure all PT systems integration with the unified MoF Government Financial Management Information System (GFMIS), and e-government standards and e-payments gateways.

This includes the completion of a set of software of the API type, which connect systems implemented by the land tax project with the unified financial system "GFMIS" to confirm the integrity, transparency and efficiency of the evaluation of all financial and accounting operations through specific criteria, functions, and optimal use. The use of a standardized and integrated financial database will help in the management of public money efficiently and effectively, and constantly update data and financial information

And make sure of all system compatibility with e-government portal standers to support online (web based services).

And ensure the updates needed to for all available e-payments getaways.

Output 3: Drafting and implementing the marketing and communication plans:

Access to the targeted citizens intended to use the systems implemented by the land tax project is considered one of the most important indicators that determines the success of the project at the community and government levels. To reach these targeted groups it was necessary to draw a communication plan and a marketing plan, and both plans should have taken into consideration the use of experts in the fields of communication and marketing for developing materials to help explaining the use of the services of all kinds and to encourage their use.

Output 4: Building Integration API (Application Programming interface) to connect with the Amman Greater Municipality existing traffic violations system

In order to support the MoMA request to have better monitoring system over all collected traffic fines which are collected by Municipalities or Greater Amman Municipality (GAM), an API will be designed and implemented to connect with the existed traffic **violations system in GAM to provide live feed of any collected fines and how and when it will be cleared to issuing municipality after cutting the collection fees.**

The system will provide many filtration options that will allow all municipalities and MoMA to extract paid and non-paid fines, and have more accurate feedback from income collected to each **municipality.**

Output 5: Draft in full cooperation with the Royal Jordanian Geographical Center, a comprehensive, financial, and executive study on the implementation and addition of a digital layer on the Geographical Information System (GIS),

This study will help implement a digital layer of specific data describing all properties over a land and also draw an ownership map for each location whether it be a property or land, this data will be mounted on the excited digital map for all Jordan in the Royal Jordanian Geographical Center. It will assist the follow up work of the Financial Evaluation Committee, and provide both the financial evaluators and users with accurate services.

The study will force on cost benefit of such task, and its impact on overall enhancement to the property tax system.

UNSDF Result Matrix – Project outcomes in 2018-2020

UNSDFresult matrix with outcome level only.

Project/ initiative:	Ministry of Municipal Affairs/ Ministry of Finance
	Property Tax Project – Phase III – 2018-2020
	Project Handover and Knowledge Transfer
Project/ initiative description:	a) Project Knowledge Transfer and; Project Handover to MOMA Information Technology Directorate.
	b) Increase project users' awareness and services usability
	c) Ensure project compatibility with MoF unified financial systems and e-government standards and e-payments gateways
	d) Ensure project sustainability, disaster recover resilience, and linkage to the GIS system in Jordan.

Priority/stakeholders/ crosscutting projects/ readiness	High	Stakeholders	Leadership	Full support from MoMA
		- MoF		
		- MoMA		
		- MoICT		
		- MoPIC		
		- Greater Amman Municipality		
		- RGJC - Royal Jordanian Geographic Center.		
		- All Municipalities.		
		- UNDP		
		Crosscutting Projects		
		1- Building Integration API (Application Programming interface) to connect with Greater Amman Municipality existing traffic violations system		

2- Draft a comprehensive, financial, and executive study on the implementation and addition of a digital layer on the geographical information system (GIS),

Policies	Ongoing project
Political support	Since 2003
Capacity	Need to be supported by: Communication, Media, and training curriculum experts
Technology	Need to provide MOMA/MOI with technology and implementation support.
Fund	Cost sharing between -MoMA - MoF - MOPIC - UNDP

Outcomes	Outcomes Indicators,	Role of Partners	Risk and Assumptions
Outcome #1) Project Knowledge Transfer and; Project handover to the MOMA	• MoMA ICT Directorate expert staff readiness to operate the system after undergoing the training planned by the submitted Knowledge transfer, Capacity building plan and training plan, including the prerequisite study for all MoMA ICT staff.	UNDP to assist in providing assistance to the MoF Property Tax team withproviding M&E expert, and guidance during building all Knowledge transfer.	Risks: - MoMA ICT Directorate expert staff expertise prerequisite not meeting the project handover and operation

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Information Technology Directorate.	• Number of the Municipality employees working on the property tax system and Management attending the planned training, taking in consideration their readiness feedback tests. • All training materials submitted; website fully functional. • Number of staff capable of training others during the capacity building and knowledge transfer period.	MoMA to assist to fully engage in preparing the ICT directorate staff to be ready for project operation and project handover process. And to facilitate the Municipalities employees training. GAM to assists Property tax team in providing all needed technical description to the existing traffic violations system, and grant access to the developed API to read data from traffic violations database. Property tax team to setup a full disaster recovery plan and ensure the readiness hardware and communication lines to operate with full functionality partially or fully in case of any main system failure or planned maintenance.	knowledge requirements and need extensive and costly capacity building. - Project complexity andbulkcan increase the project handover resistance from both (MoF and MoMA) Managerial and IT staff. - The need to concentrate most the capacity building for all team in the first year will put high pressure on trainers from property tax team as they will take both responsibilities of training MoMA team and Municipalities employees. - The fund for media campaigns is not sufficient to cover the planned outreach. - Property tax team do not have experts in communications and media production. - Property tax Systems are complex to be used by staff of municipalities. - Property tax online services guides are not ready or clear to users. - The traffic violations system database in GAM is not accessible. - Disaster recovery plan, software, Hardware, and communication lines are

	not ready for 99% uptime and real-time Replications.
Outcome #2) Increase project users' awareness and services usability	• Submit, and implement project communication plan • Submit, and implement project media plan. • High penetration from the targeted beneficiary of users as a direct response to both communication and media campaigns. • High response time to all users and employee inquiries.
Outcome #3) Ensure project compatibility with MoF unified financial systems and e-government standards and e-payments gateways	• All Property tax systems are compliant and can export and import data from the MoF unified financial systems and e-government standards and e-payments gateways. • API and related reporting system connected to the traffic violations system in GAM and ready for use.
Outcome #4) Ensure project sustainably, disaster recovery resilience, and linkage to the GIS system in Jordan.	• All system databases, applications, and user logs are duplicated with zero latency (Replication). • All active hardware and communication lines have ready backup functional system to ensure 99% uptime for the system even during emergency or schedule maintenance.

Project Framework Work Plan 2018-2020

National priority: Vision 2025 pillars for a prosperous and resilient Jordan through active and empowered citizens; an efficient and effective government.

United Nations Sustainable Development Framework (UNSDF) outcome 3: Enhanced opportunities for inclusive engagement of people living in Jordan in social, economic and political spheres.

Indicative Country Programme output 1.2: National and sub national government effectiveness levels enhanced, and accountability strengthened.

Related Strategic Plan outcome 1: eradicate poverty in all forms.

Project title and Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS
			Value	Year 2017	Year 2018	Year 2019	Year 2020	
Output 1) Knowledge transferred, and Capacity buildingactivities undertaken	1.1 Plan and implement the project handover. Train the IT Directorate staff within the MOMA (given their respective specializations): - Systems management	QPR- Quarterly progress reports Number of trainees from the ICT team (MoMA)	15 MoMA ICT employees nominated to capacity building	No Knowledge transfer implemented	15 MoMA ICT employees enrolled in to capacity building as planned and capacity building Plan submitted by PT experts.	10 MoMA ICT employees receive TOT programme.	Those who have received training are in full control of the systems under the supervision and support from the PT team.	**DATA COLLECTION METHODS/** -Individual trainingassessment results. - MoMA employees feedback. **Risks** - MoMA ICT Directorate

Security information management / Operation management / Development and maintenance of programming / Training management						expert staff expertise prerequisite does not meet theoperation knowledge requirements - - The need to end most of the training in 2018.
1.2 Training the municipality management and their financial managers on legal background and operational feedback for the system	Number of municipality trained employees as scheduled	200 municipality managerial staff capacitated and trained	100 municipality managerial staff capacitated and trained	200 municipality managerial staff capacitated and trained	200 municipality managerial staff capacitated and trained	**DATA COLLECTION METHODS/** -Individual trainingtest results. - Municipalities' employees feedback. **Risks** - Training manuals and
					200 municipality managerial staff capacitated and trained	

	DATA COLLECTION METHODS/ - Individual training assessment results.		150 municipality staff trained	250 municipality staff trained	500 municipality staff trained	100 municipality staff trained	900 municipality staff to be trained,	Quarterly progress reports and trainees' feedback	1.3 Training the municipality employees on providing proposed services through the

- curriculum not ready.
- Trainee for each system used need specialized training.
- TOT not completed as planned, or not enough to cover the system users/ operator's needs.
- High rate of trained municipalities' mangers with high turnover and rotation.

completed IT systems from the property tax project which are: -Property tax and land system in the municipal areas -Connecting the systems with the (madfooat.com) e-payment system. -Work permits system -Planning returns system -Establishment permit system. -Connecting with the automated payment system (efawateercom.jo)						- Municipalities' employee feedback. **Risks** - Training Guides and curriculum not ready. - The need for specialized training on the different systems. - TOT not completed as planned, or not enough to cover the system users/ operator's needs. - High rate of trained municipalities employees, with high

							rotation rates among staff
1.4 Handover, move, and install the Project data centers from MoF location to the new location in the (MOMA Directorate on ICT)	MoMA project Handover checklist, End of Project report	PT System hardware, software and communication equipment in MOMA.	All PT System hardware, software and communication equipment in MoF location.	Install all full system replica backup system in MoMA ICT Directorate, operate the Load balancing and used it in test Mode and during main system maintenance,	Move the main system to MoMA ICT Directorate. Both systems main and replica work in real mode under the supervision of PT and MoMA ICT team as part of Knowledge transfer implementation	All Systems (Main, and replica) operated from MoMA team with remote assistance from PT team	**DATA COLLECTION METHODS/** - MoMA hardware, software and communication delivery receipts. - MoMA System Testing Reports. - MoMA system operational report. **Risks** - MoMA ICT staff not fully ready to operate the system without PT staff.
Propose, and assist MoMA to exchange data communication lines connecting the main datacenter to all municipalities and its services locations,	Checklist off all Exchanged all DSL connections used in the PT system to connect to municipalities and services locations.	400 locations need to connect to SGN	All locations connect now to DSL network.	200 locations to connect to SGN	100 locations to connect to SGN	100 locations to connect to SGN	**DATA COLLECTION METHODS/** - MoICT approval to connect all municipalities and services locations to SGN.

Output	Indicator	Means of Verification	Baseline	Target	Target	Target	Risks / Data Collection Methods
from DSL to the Secure Government Network (SGN).		other survives locations to SGN.					- MoMA reporting produced of all SGN connected locations **Risks** - Not all locations ready to be connected to SGN. - MoICT does not approve to connect municipalities to SGN. **DATA COLLECTION METHODS/** - Integration pass report from MoF. - Full quarterly integration results report to be generated by PT team. - MoMA Yearly PT Systems integration
Output 2) PT system fully integrated with the unified MoF financial systems (GFMIS), and compatible with e-government standards and e-payments gateways.	PT system fully integrated with unified MoF financial systems (GFMIS).	MoF /PT/MoMA integration test reports.	PT system not ready yet to integrate with MoF financial systems (GFMIS).	50% PT system fully integrated with MoF financial systems (GFMIS).	30% PT system fully integrated with MoF financial systems (GFMIS).	30% PT system fully integrated with MoF financial systems (GFMIS).	PT system fully integrated with unified MoF financial systems (GFMIS).

Output / Activity	Indicator	Target	Means of Verification	Risks
All PT services are ready with Web-based interface, and connected to e-government portal.	PT/MoICT/MoMA, all system web-based readiness reports.	PT system fully Web-based and provides the services online, accepting online payments.	One System Web-based operational and accept online payments	The system is fully Web-based and operational	with MoF financial systems (GFMIS)., M&E report to be generated. - Analytical reports from online users and online payments. **Risks** - Not all PT Systems can be integrated successfully with MoF financial systems (GFMIS). - Not enough fund allocated for all integration needed to connect all PT system to MoF financial systems (GFMIS). -No or not enough funds allocated for web-based, and
All PT services accept all official e-payments available getaways.	PT/MoICT/MoMA, all system compatibility with official e-payments available getaways.				

	online payment layer to all PT systems.						
	DATA COLLECTION METHODS/ - API pass report from PT/GAM/MoMA. - Quarterly inquiry results report of all fine transactions. **Risks** - The traffic violations system database in GAM is not accessible.						
Output 3) Integration API (Application Programming interface) built and connected with Greater Amman Municipality existing traffic violations system built.	- A Full functional API connected to Greater Amman Municipality existing traffic violations system database that can extract data and is connected to a reporting system, to generate costume made or ready to use reports.	PT/GAM/MoMA API test / outputs reports	Full functional API connected to the GAM existing traffic violations system database, ready to extract data and generate reports.	To be developed.	Develop Full functional API connected to the GAM existing traffic violations system database, ready to extract data and generate reports.		
Output 4) The marketing and communication plans developed and implemented.	1-Submit, execute the PT project communication plan. 2- Submit, execute the PT project marketing plan	PT / MoMA / Users, feedback and analytical reports.	1- Detailed communication plan, with its action and financial plans in place.	Ongoing communication and media activities implemented during the PT project phase II	Implement the 2018 communication and marketing plan	Implement the 2019 communication and marketing plan	Implement the 2020 communication and marketing plan
	DATA COLLECTION METHODS/ - User engagement, responses, and feedback reports.						

	Risks
2- full execution of the communication plan. 3- Detailed marketing plan, with action and financial plans. 4- full execution of the marketing plan.	- PT team do not have the capacity to draft full functional Communication and Marketing plans. - Not enough fund allocated to contract experts/ companies/ staff, to draft the communication and marketing plans. - Not enough fund allocated to contract experts/ companies/ media outlets/ media productions, to execute the Communication and Marketing plans.

Output 5)		PT/ RJGC/UNDP expert, study.	Full project document	Concept Note		DATA COLLECTION METHODS/
A comprehensive, financial, and executive study on the implementation and addition of a digital layer on the geographical information system (GIS)developed to assist and follow up with the work of the Financial Evaluation Committee	1- Sign a cooperation and financial agreement with Royal Jordanian Geographic Center to license the Jordanian GIS for PT project. 2- Submit the Financial and technical study to add a digital layer on the geographical information system (GIS), to assist and follow up with the work of the Financial Evaluation Committee.		Full project document including a technical and financial study to add a digital layer on the geographical information system (GIS)developed, to assist and follow up with the work of the Financial Evaluation Committee and is ready for execution.	Concept Note ready on the needed digital layer on the geographical information system (GIS), to assist and follow up with the work of the Financial Evaluation Committee.	1- contract expert in GIS system integration field to assist PT team in both contacting with RJGC and to draft the project document. 2- Finalize the cooperation and financial agreement with Royal Jordanian Geographic Center to license the Jordanian GIS for PT project. 3- Finalize the financial and technical study	- Final agreement with RJGC report. - Final submitted report feedback from both PT and RJGC. - MoMA acceptance to the submitted project document. **Risks** - Fund not allocated to higher GIS Expert. - MoMA does not see the importance of such additional function on the PT system.

to add a digital layer on the Geographical Information System (GIS), to assist and follow up with the work of the Financial Evaluation Committee.		- No fund allocated to implement the suggested GIS layers, in the PT systems. - RJGC does not allow the use or license the Jordanian system for such function.

Project Change Theory Matrix

(Property Tax Project – Phase III) – Knotweed transfer and project Handover.

Intended Outputs	Indicative Activities	Output Targets			Responsible Parties	Inputs
		2018	2019	2020		
Outcome 1: Project Knowledge Transfer and Project Handover to MOMA						
Output 1.1.: Knowledge transferred, and Capacity building activities undertaken	1.1.1 Plan, and implement the project Handover processes. Training the IT Directorate staff within MOMA (given their respective specializations): - Systems management - Security information management - Operation management - Development and maintenance of programming - Training management	1.1.1.1: Submit the Knowledge transfer, and Capacity building for MoMA ICT Directorate employees. - (15) MoMA ICT employees enrolled into capacity building as planned in the Knowledge transfer, and Capacity building Plan submitted by PT experts. (By 2018). 1.1.1.2: 10 MoMA			UNDP MoMA GAM PT Team MoICT	1- contract experts to assist in providing assistance to the MoF Property tax team with M&E expert, and guidance during building all Knowledge transfer plans. 2-MoMA to assign Project operators

and project handover team.

3- PT team to execute the training plan.

4- GAM to assign support team to provide all needed technical description to the existing traffic violations system, and grant access to the developed API to read data from traffic violations database.

ICT employees graduated as trainers from the TOT program to be delivered by the PT team. (2019)

1.1.1.3: All ICT and ToT graduated teams are in full control of the systems under the supervision and support from the PT team (2020)

1.1.2.1: 200 Municipality managerial staff capacitated and trained (2018)

1.1.2.2: 200 municipal managerial staff capacitated and trained (2019)

1.1.2 Training the municipality management and their financial managers on legal background and operational feedback for the system

1.1.3: Training the municipal employees on providing proposed services through the

completed IT systems from the property tax project: 1. Property tax and land system in the municipal areas. 2. Working with (madfooat.com) the PT used e-payment system. 3. Work permits system 4. Planning returns system. 5. Establishment permit system. 6. Working with (efawateercom.jo). 1.1.4: Handover, Move, and install the Project data centers from MoF location to the new location in the (MOMA – Directorate on ICT)	1.1.2.3: 200 municipal managerial staff capacitated and trained (2020) 1.1.3.1: 500 municipality staff trained (2018) 1.1.3.2: 250 municipal staff trained (2019) 1.1.3.3: 150 municipality staff trained (2020) 1.1.4.1: Install all full system replica backup system in MoMA, ICT Directorate, operate the Load balancing and used it in test	5 – Contract/ purchase any hardware, software, communication equipment, installation, and

	Mode and during main system maintenance (2018)	logistic needed to support:
		5-1 Installing and operating the Replica system in MoMA location
	1.1.4.2: Move the main system to MoMA ICT Directorate. Both systems main and replica work in real mode under the supervision of PT and MoMA ICT team as part of Knowledge transfer implementation (2019)	5-2 Installing and operating the Main system in MoMA location.
1.1.5: Propose, and assist MoMA to exchange data communication lines connecting the main datacenter to all municipalities and its services locations, from DSL to the Secure Government Network (SGN).	1.1.4.3: All Systems (Main, and replica) operated from MoMA team with remote assistance from PT team (2020)	6- Contract/ purchase any hardware, software, communication equipment, installation, and logistic needed to support moving all
	1.1.5.1: All communication line in the PT system will be moved from DSL to SGN	

communication line in the PT system from DSL to SGN			

Outcome 2: Increase project users' awareness and services usability				
Output 2.1: PT System fully integrated with the unified MoF financial systems (GFMIS), and compatible with e-government standards and e-payments gateways.	2.1.1: All PT systems are full integrated with unified MoF financial systems (GFMIS).	2.1.1.1: 50%of PT system is fully integrated with MoF financial systems (GFMIS). (2018)	PT	1- Contract programmer / programming company to design, Program, and implement the integration Module (API) to ensure integration with the unified MoF financial systems (GFMIS),
		2.1.1.2: 30%of PT system is fully integrated with MoF financial systems (GFMIS). (2019)	MoMA	
		2.1.1.3: 30%of PT system isfully integrated with MoF financial systems (GFMIS). (2020)	UNDP	
	2.1.2: All PT services are ready with Web-based interface, and connected to e-government portal.	2.1.2.1: All System PT is Web-based and accept online payments (2019)	MoICT	2- Contract programmer / programming company to design, Program, and implement the integration Module
	2.1.3: All PT services accept all official e-payments available getaways			

(API) to design all web based interfaces for PT systems and ensure compatibility with the e-government standards and e-payments gateways			

Outcome 3: Ensure project compatibility with MoF unified financial systems and e-government standards and e-payments gateways

Output 3.1: Integration API (Application Programming interface) built and connected with Greater Amman Municipality existing traffic violations system built.	3.1.1: A Full functional API connected to Greater AmmanMunicipality existing traffic violations system database, capable of extracting data and connected to a reporting system, to generate costume made or ready to use reports.	3.1.1: Develop Full functional API connected to the GAM existing traffic violations system database, ready to extract data and generate reports. (2018)	PT GAM MoMA MoF UNDP	Contract programmer / Programming company to design, Program, and implement Full functional API connected to the GAM existing traffic violations system database, ready to extract data and generate reports.

Outcome 4: Ensure project sustainably, disaster recovery resilience, and linkage to the GIS system in Jordan.			
Output 4.1: Draft a comprehensive, financial, and executive study on the implementation and addition of a digital PT layer on the geographical information system (GIS), to assist and follow up with the work of the Financial Evaluation Committee	4.1.1: Sign a cooperation and financial agreement with Royal Jordanian Geographic Center to license the Jordanian GIS for PT project.	PT	- Sign cooperation agreement with RJGC.
	4.1.1.1: Contract an expert in GIS system integration field to assist PT team in both contacting with RJGC and to draft the project document. (2018)	RJGC	- Contractan expert to draft the full project document
	4.1.1.2: Finalize the cooperation and financial agreement with Royal Jordanian Geographic Center to license the Jordanian GIS for PT project. (2018)	MoMA	(Technically and financially) to create and implement using RJGC GIS to assist and follow up with the work of the Financial Evaluation Committee, by adding all PT requirements as a layer in GIS system.
	4.1.2: Submit the Financial and technical study to add a digital layer on the geographical information system (GIS), to assist and follow up with the		
	4.1.2.1: Finalize the Financial and technical study to add a digital layer on the geographical information system (GIS), to assist and follow up with the work of the financial evaluation committee. (2018)	UNDP	

	work of the Financial Evaluation Committee.	
4.2: Draft and implement the marketing and communication plans.	4.2.1: Submit, execute the PT project communication plan.	- Contract expert/ company to draft and implement the PT communication plan.
	4.2.2.1: Implement the 2018 communication and marketing plan (2018)	
	4.2.2: Submit, execute the PT project marketing plan	
	4.2.2.2: Implement the 2019 communication and marketing plan (2019)	- Contract expert/ company to draft and implement the marketing plan.
	4.2.2.3: Implement the 2020 communication and marketing plan (2020)	

Project Planned budget to cover all inputs/outputs and project operation (2018-2020)

Description	2018	2019	2020	Total	%
Admin. support personnel:	38,300.000	39,300.000	40,300.000	117,900.000	6.6%
Monitoring and Evaluation	0.000	0.000	6,000.000	6,000.000	0.3%
Field Travel	15,000.000	15,000.000	15,000.000	45,000.000	2.5%
National Professionals:	134,500.000	136,500.000	138,500.000	409,500.000	22.9%
Contracts:	26,000.000	26,000.000	16,000.000	68,000.000	3.8%
Training:	60,000.000	50,000.000	40,000.000	150,000.000	8.4%
Equipment & Infrastructure	310,000.000	310,000.000	285,000.000	905,000.000	50.7%
Miscellaneous:	15,000.000	15,000.000	14,716.000	44,716.000	2.5%
GMS	12,950.000	12,950.000	12,984.000	38,884.000	2.2%
Total Budget USD	**611,750.000**	**604,750.000**	**568,500.000**	**1,785,000.000**	**100%**

Project suggested Schedule of Payments:

Source of Fund	2018	2019	2020	Total US$	%
Opening Balance	-	-	-	0	
UNDP	120,000	120,000	110,000	350,000	20%
Donors / Unfunded Funding is to be provided by UNDP	30,000	35,000	35,000	100,000	6%
Ministry of Municipal Affairs	360,000	360,000	360,000	1,080,000	60%
Ministry of Finance	85,000	85,000	85,000	255,000	14%
Total Fund US$	**595,000**	**600,000**	**590,000**	**1,785,000**	**100%**

Monitoring and Evaluation Framework

ANNEXES

1- Project Quality Assurance Report

1-1 Monitoring and Evaluation Framework

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will at a minimum be monitored through the following:

Within the annual cycle

1. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. The quality management table shall be reviewed and updated by the Project Manager (PM) and approved at the second Board meeting after signing the project document.

2. An *Issues Log* shall be activated in Atlas and regularly updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

3. Based on the initial risk analysis submitted by the Project Manager within two months from the start of his/her work (see annex 1), a Risks Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This project log will be assessed and approved at the second Project Board (PB) meeting at the latest.

4. Based on the above information recorded in Atlas, project Progress Reports (PRs) shall be submitted by the Project Manager to the members of the PB through *Project Assurance*, using the standard report format available in the Executive Snapshot.

5. A project Lessons-*Learned Log* shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the lessons-learned report at the end of the project. The Lessons-Learned Log shall be prepared by the PM and approved by the PB in the second PB meeting at the latest.

6. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

7. UNDP has the right to conduct spot checks and audits to ensure the project documentation is in order. The frequency of the spot checks and audits depends on the results of the HACT assessment and the guidelines adopted by the UNDP Country Office in compliance with its HACT requirements, but in all cases such spot checks and audits shall be conducted at least once a year per these guidelines.

Annually

1. *Annual Review Report.* An Annual Review Report shall be prepared by the PM and shared with the PB. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the PR covering the whole year with updated information for each of the above element of the PR as well as a summary of results achieved against pre-defined annual targets at the output level.

2. *Annual Project Review.* Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the PB and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Exit Strategy

The project is expected to end on 31 December 2020. At the end of the project period, or at the end of activities (whichever earlier), the PB shall convene to decide whether the project will end or a new phase of support should be considered.

▪ If the project is to end according to the project document, then a handover process will be initiated. The handover processes shall include all necessary steps towards the closing of the project both operationally and financially. These steps include, but are not limited to:

(a) A final project review report at the end of the project shall be delivered; and

(b) A Final Project Board (FPB) meeting shall be held whether final report shall be discussed and approved. The FPB meeting shall be documented by signed minutes of meeting. In case that an evaluation of the project is required, the ATP will review and respond to the evaluation report. In all cases, the Implementing Partner shall keep all

financial and technical documentation in hard and soft copy for five solar years after the end date agreed by the Project Board.

(c) documentation of all deliverables and inventory of assets to the degree that allows UNDP to consider the project operationally closed;

(d) handover of documents and archiving in addition to transfer of assets, and provide documentation that allows UNDP to consider the project financially closed; and

(e) Review and sign the Combined Delivery Report (CDR) and announce the project financially closed.

- In case the PB decided to extend the project, at no extra cost, at its ordinary or extraordinary meeting, an official addendum as well as a work plan for the extension period shall be attached to the project document. However; if the BP considers anew phase of support to be necessary, then a new mechanism will be agreed by the partners at that time.

1-2 Project Quality Assurance Report Template

Output: Outcome Description		
Activity Result 1.1 (Atlas Activity ID)	**Detailed activity**	QA report Submission date
Purpose	Describe the purpose of the QA plan and its relationship to the project plan	
Description	Describe the review processes that will be used to verify quality of project work processes and project work products. Include details on assessments or reviews, when they will be conducted, who will conduct them, scope of review, success criteria, QA reporting formats and review processes.	
Quality Criteria *How/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*

2- Social and Environmental Standards

Does the Project Follow the standards of:	Yes	No	N/A	Notes
Human Rights	X			- The project provides exceptional services, this project will promote good governance and local governance empowerment. This project is also based on decentralization in providing government services enhancing citizen satisfaction and contributes to human rights.
Gender Equality and Women's empowerment	X			- Disaggregated staff based on gender, both men and women staff will have their capacities built equally as per the project description.
Environmental sustainability	X			- Usage of the property tax systems reduces the need to travel to government centers to pay for their property tax, which reduces emissions.
Biodiversity conservation and sustainable natural resource management	X			- Usage of the property tax systems reduces the need to travel to government centers to pay for their property tax, which reduces emissions. - Project does not require any work that affects these factors and thus it is friendly to biodiversity and natural resource management.
Climate change mitigation adaptation	X			- Usage of the property tax systems reduces the need to travel to government centers to pay for their property tax, which reduces emissions. - Project does not require any work that affects these factors and thus it is

				friendly to climate change mitigation adaption.
Community health, safety, working condition	X				- The Property Tax Systems are designed to support municipalities and their citizens with better services. - The project provides exceptional services, this project will promote good governance and local governance empowerment.
Cultural heritage	X				- Project does not require any work that affects these factors and thus it is friendly to cultural heritage.
Displacement and resettlement	X				- Providing services in the municipalities which are provided in the city centers lowers the need for rural displacement and resettlement towards the major cities, which reflects on enhancing good governance and local capacity building.
Indigenous peoples	X				- Capacity building of Jordanian staff especially that this project is on the local level.
Pollution prevention and resource efficiency	X				- The project ensures public sector efficiency and reduced gap between projected tax revenue and acquired property tax revenue.

2- Risk Analysis.

Risk	Probability	Impact	Suggested Mitigations	Result
- MoMA ICT Directorate expert staff expertise prerequisite not met the project handover and operation knowledge requirements and need extensive and costly capacity building,	High	Medium	- PT Team / UNDP expert to conduct a skill survey to determine the capacity building needed for each nominated MoMA ICT project operator staff. - PT to finalize major capacity building and training needed in 2018 to ensure MoMA staff readiness for all operational task required for successful project handover. - Funds to be allocated to the capacity building required.	Can be fully De- risked
- Project complexity and size can increase the project handover resistance from both (MoF and MoMA) Managerial and IT staff.	Medium	Low	PT to submit to MoMA ICT Directorate a full project document describing all specifications, configurations, and	Can be fully De- risked

			operational tips for all PT Systems: Hardware/Operating systems/supporting systems/applications/ communication equipment. PT Team to support MoMA ICT team in 2018 and 2019 with full supervision of partial Project handling by MoMA ICT team in 2018 and full project handling in 2019 and 2020. MoMA ICT Directorate team have good experience in operating similar complex projects as they impingent complex ICT project for MoMA.	
- The need to concentrate most the capacity building for all team in the first year will put high pressure on trainers from property tax team as they will play both roles in training	High	Low	- Funds will be allocated to enrol the MoMA ICT nominated team to operate the PT system in certified training centers, which will ease the capacity building time	Partially De-risked

MoMA team and municipalities' staff.			frame and focus on PT System Knowledge transfer not on general capacity building. - Choosing highly skilled ICT MoMA staff will ensure faster project handover.	
- The fund for media campaigns is not sufficient to cover the planned outreach.	High	Low	PT planning and managerial team to allocate adequate fund.	Partially De-risked
- Property tax team does not have experts in communications and media production.	Low	Low	-UNDP to Support PT Project with media planning expert to draft the media and communication plan. - PT planning and managerial team to allocate adequate fund to cover the expert cost.	Can be fully De-risked
- Property tax systems are complex to be used by municipal staff.	Medium	High	- PT team to prepare training curricula and application Guidelines, supporting training with printed curriculum and interactive tutorials.	Partially De-risked

			- Train the trainers in the different areas in the field will reduce the training load on P/t staff and enhance support provided for the municipal staff.	
- Property tax online services guides are not ready or clear to users.	Low	Low	PT team to include all online guidelines/ interactive training content services to the media contractor(s).	Partially De-risked
- The traffic violations system database in GAM is not accessible.	Medium	Medium	UNDP expert, PT team, and GAM team to prepare technical study, with full description on GAM traffic violations system database and provide full API design road mapand information security. - PT to contract programmer / company approved by GAM to develop the API and reduce any concerns from GAM.	Partially De-risked
- Disaster recovery plan, software, Hardware, and	Low	High	- PT team to use new servers purchased in 2016/2017 as main	Can be fully De- risked

communication lines are not ready for 99% uptime and real-time replications			systems and use the existing servers as replica and backup. - PT team to allocate all fund needed in the disaster recovery plan for the PT project.	

3- Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plan:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	
Learn	Knowledge, good practices and lessons	At least annually	Relevant lessons are captured by the	

	will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.		project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with	Annually, and at the end of the project (final report)	

	mitigation measures, and any evaluation or review reports prepared over the period.			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

4- Capacity Assessment for project Stakeholders/Partners:

Stockholder/Partner	Capacity Assessment
MoF	Fully Capacitated
MoF- Property tax team	Need to be supported with experts in GIS, Commination planning, marketing planning, and training curricula specialist.
MoMA	Fully Capacitated
MoMA ICT Directorate team	Need to have full PT project knowledge transfer, specialized training, and ToT training. Need assistance in all project Handover process. Ready with location, staff, and logistical support.
Municipality Managerial and Financial Team	Need full PT- systems training. Ready with location, staff, and logistical support.
Municipality PT system operators	Need full PT- systems training. Ready with location, staff, and logistical support.
Greater Amman Municipality	Fully Capacitated
Royal Jordanian Geographical Center	Fully Capacitated
UNDP	Need to contract GIS system, communication, and marketing planning experts to support PT- Project team with tasks in this project extension. Fully capacitated with other UNDP stated duties in the PT project.

5- Project Board Terms of Reference and TORs of key management positions[1]

- Like the previous project phase, this project will follow the modality of National Execution and the executing agency shall be both the Ministry of Finance (MoF) and the Ministry of Municipal Affairs (MOMA). Following are the entities involved in managing this project in Jordan and their functions:

- MoF and MOMA will be responsible for the production of outputs of the project, realizing the goals of the project, and ensuring the best utilization of resources. MoF and MOMA will be accountable to the government coordinating authority (MOPIC) and to the United Nations Development Programme (UNDP) for the production of outputs, the achievement of project objectives and the use of programmes' resources. MoF together with UNDP, will be responsible for the recruitment and contracting of all staff to be hired for this programme including the technical advisors/consultants through competitive recruitment processes. In the interim, and until the future agreed structure is in place, and in order to ensure the smooth transition between the two projects, the parties agree to carry on the management arrangement of the previous phase.

- UNDP will assist MoF and MOMA to build partnerships, coordinate between the various parties involved, obtain knowledge from global sources and experiences, and raise funds. UNDP will also be the budget holder under the national execution modality and will provide training to concerned individuals, if needed, on the execution modality. UNDP will also provide overall policy and technical advice to the programme. Furthermore, UNDP will provide training on all the management functions that are expected to be carried by the project manager. These functions are listed below under section B.

- Ministry of Planning and International Cooperation (MOPIC) will oversee the overall performance of the implementing agency.

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[1] All TORs and roles and responsibilities were taken from previous project documents as there is no change in the positions or positions TOR in project extensions

ToRs for the Project Advisory Committee (PAC)

Composition

1. The Secretary General of the Ministry of Finance

2. The Secretary General of the Ministry of Municipal Affairs

3. The Secretary General of the Ministry of Information and Communication Technology

4. The Secretary General of the Ministry of Planning and International Cooperation

5. Director of the Property Tax Directorate

6. Representative from the Land and Surveys Department

7. Representative from the Royal Geographic Centre

8. Mayors of two municipalities appointed by the Minister of MoMA

9. Property tax Project Manager

10. A representative from UNDP

11. A representative from MoPIC

Duties

- Provide overall guidance and strategic direction to the national implementation of the project, in accordance with the project document and annual work plan.
- Evaluate project progress and ensure incorporation of its lessons into the national policy-making process.
- Review progress reports and proposed work plans, review project compliance to implementation strategy (project monitoring and evaluation).
- Contribute to developing and implementing of strategies for national sustainability.
- Mobilize political and institutional support for the project and harness the engagement of other stakeholders and identify more opportunities for mainstreaming.

Procedures

- The PAC should meet once every year.
- Ministry of Finance will chair the PAC and the Project Manager will organize the meetings and act as Secretary and will prepare and distribute all concerned documents in advance of meetings, including the meeting agenda.

ToRs for the Project Board (PB)

Composition

1. Secretary General of the Ministry of Finance (Chairperson).

2. The Secretary General of MoMA.

3. The Secretary General of MOPIC.

4. Representative from UNDP.

5. Project Manager/ acting as the PB Secretariat.

Frequency of Meetings

- The first PB Meeting shall be held within 3 months from signing of the project document to decide on the following: Finalize the annual work plan, Risks Log, and monitoring and evaluation framework of the project, and approve a budget revision, if necessary.

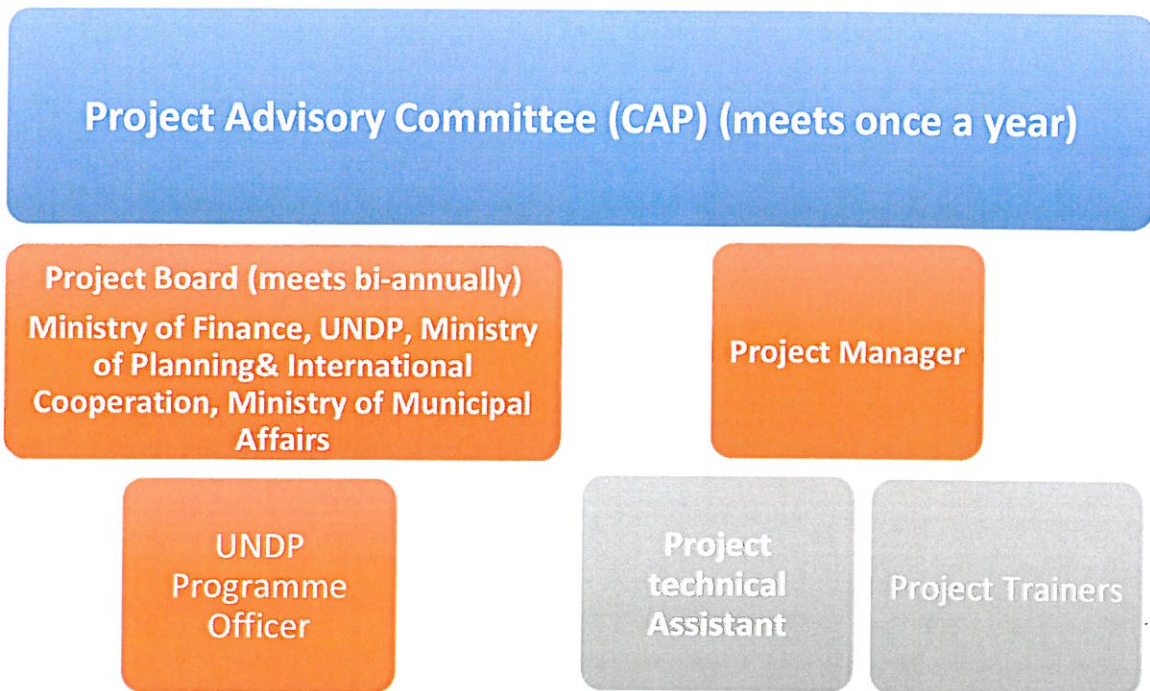- In all cases, the PB shall hold at least two meetings annually, or whenever necessary.

Overall responsibilities: The Project Board is the group responsible for making consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Manager consults the Board for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Specific overall responsibilities:

- Review and approve the first-year plan.
- Approve the changes made to the ToRs, for the PM and another project staff.
- Agree on changes, if any, to the responsibilities of the PM, as well as the responsibilities of the other members of the project team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, Issues Log, updated Risks Log and the monitoring and communication plan. This shall be approved at the second ordinary PB meeting in 2010.
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on PM's tolerances in the Annual Work Plan, and quarterly plans when required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDRs) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report and make recommendations for the next AWP
- Review and approve final project review report, and make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exceptional situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;
- Assure that all project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Notify operational completion of the project to the PAC and/ or Outcome Board (if exists).

6- Project Organizational Structure and TORs

Project Advisory Committee (CAP) (meets once a year)

Project Board (meets bi-annually)
Ministry of Finance, UNDP, Ministry of Planning& International Cooperation, Ministry of Municipal Affairs

Project Manager

UNDP Programme Officer

Project technical Assistant

Project Trainers

ToRs for the Project Manager

DUTIES AND RESPONSIBILITIES

In this framework, under the guidance of UNDP and the MoF, the Project Manager (PM) will work closely on a daily basis with the senior staff of the MOF through managing all project operations and report to the Project Board (PB) and ensuring coordination through the coordination committee. Specifically, the PM is expected to work on a daily basis with senior PM colleagues to support them to ensure that the objectives of this project are met. This project is fully owned by MoF and the role of the PM is to pro-actively support senior Staff of MoF to achieve the objects of the project. He / she will report on a daily basis directly to the Secretary General of MoF and to UNDP on regular basis. He/ she shall:

- Support MoF to manage and administer the day-by-day operations to ensure the effective implementation of the project;
- Provide leadership and strategic thinking to senior MOF colleagues to ensure that project activities focus on critical areas;
- In close collaboration with MOF and UNDP, draft the terms of reference for national and international consultants, identify the consultants, and issue requests for contracting them;
- Together with MOF, continuously develop and review the technical assistance advisory plan of this project to ensure its meets the emerging needs of MOF
- Ensure in consultation with senior MOF colleagues that the Project produces the results specified in Project Document, to the required standard of quality and within the specific constraints of time and cost;
- Prepare with the concerned staff from the MOF the detailed annual and quarterly work plans for the implementation of the project, in addition to quarterly financial and narrative reports, mid-term review report, and annual project progress reports;
- Prepare and maintain, in close coordination with the MOF's concerned staff, the project logs (risk, issue and learning logs);
- Coordinate and facilitate with the MOF the project consultants, including monitoring and reviewing their assignments;
- Keep the representatives of the Project Board (PB) informed on the progress of the project and act as PB Secretariat;
- Plan and organize the logistics of the Board and committee meetings;
- Plan with the MOF and coordinate the monitoring mechanisms of the project in collaboration with UNDP to prepare project monitoring and evaluation;

- Supervise and guide the project staff;
- Coordinate and collaborate with other programmes and projects implemented by other donors and UN agencies;
- Undertake any other related tasks at the request of the direct supervisor

For the closure of the project, the PM shall:

- Prepare final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board and the Outcome Board;
- Manage the transfer of project assets and files to national beneficiaries;
- Prepare the final financial report to be certified by the Implementing Partner and submit the report to UNDP;
- Support the UNDP Programme Manager in the commissioning, management and use of evaluation, including the preparation of a management response and implementation of committed actions (if delegated).

Management of this project will entail working with relevant department/units at the implementing agency to achieve the following deliverables:

A. **Planning:** This function includes meetings with relevant departments/ units to review strategic objectives, developing and following up on an annual as well as quarterly action plans for the departments/ units and the programme as a whole

B. **Coordination:** This includes putting in place efficient programme of support implementation processes, supporting the implementing agency i.e., departments/ units in managing and administering day-by-day operations, coordination with the responsible departments/ units to ensure effective implementation of planned activities and outputs, and coordinating and facilitating departments/ units to ensure that technical advisory support they require are provided in a timely manner.

C. **Recruitment:** This includes managing together with senior MOF staff the recruitment of all advisory inputs required for this programme of support. It is envisaged that a detailed advisory plan will be developed with each departments/ unit annually and the recruitment of this advisory support will need to be provided in a timely manner with and the outputs measurable and effective

D. Reporting: This function includes reviewing and maintaining the quality management for project activity results in the project document as well as compilation and finalization of the following main reports:

a) **Quarterly Progress Reports (QPR).** QPRsshould reflect an issues log (formats provided by UNDP) that facilitates tracking and resolution of potential problems or requests for change, a risks log (formats provided by UNDP) that helps review the external environment that may affect the project implementation, a Lesson-learnedlog (formats provided by UNDP) to ensure on-going learning and adaptation within the organization, and a monitoring schedule plan to track key management actions/events.

b) **Annual Review Report.** This report presents a summary of results achieved against pre-defined annual targets at the output level. (Formats provided by UNDP)

COMPETENCIES AND SKILLS

- Advanced university degree business administration, finance, or any related field. An advanced degree in financial management is a plus.
- Minimum 15 years working experience in the field of finance and property.
- Strong experience in assessment for taxes, and evaluations for taxation.
- Strong experience in finance and property tax collection in governorates.
- International development projects are considered an advantage.
- A good experience in drafting laws relate to taxation is a plus.
- The candidate speaks and reports fluently in English, is a good communicator and has excellent networking skills.
- Excellent Arabic writing skills.
- He/she is knowledgeable of software and networking standards and can use most popular personal productivity software.

ToRs for the Project Staff

DUTIES AND RESPONSIBILITIES

Under the guidance of the PM (or PMA), the Project Assistant (PA) will work closely with the NPC and will provide assistance to all project operations and report to the PB. Specifically, the Project Assistant (PA) will:

- The PA Assistant will be supervised by the Project Manager;
- Assist the PM in the coordination and facilitation of the day-by-day operations to ensure the effective implementation of the project;
- Provide assistance for the preparation of the project annual and quarterly work plan, financial and narrative quarterly and annual reports;
- Provide assistance for the preparation of technical reports;
- Provide assistance in the preparation of required reports;
- Provide assistance for the follow up of the implementation of the work plans;
- Provide assistance in preparing the quarterly project's financial reports;
- Provide assistance in monitoring the ongoing project's activities against the work plan;
- Provide all the necessary assistance to the International Consultants;
- Provide needed assistance to coordinate the training programme for the target groups as indicated in the project document;
- Prepare face forms and finance documents.

It is important that the PA of the project is a dynamic and pro-active individual who will be committed to, and accountable for, making progress in the project.

COMPETENCIES AND SKILLS

University degree in finance, accounting, or management, or other job-related discipline. Minimum 2 years working experience in the field of public administration and development, including a minimum of 1-year experience in managing complex projects related to advocacy, human rights, or NGOs. Previous experience in international development projects is considered, especially UNDP projects, is an advantage.

The candidate speaks and reports fluently in English and Arabic, is a good communicator. He/she is knowledgeable of software and networking standards and can use most popular personal productivity software.

7- Project Planned budget to cover all inputs/outputs and project operation (2018-2020)

Description	2018	2019	2020	Total	%
Admin. support personnel:	38,300.000	39,300.000	40,300.000	117,900.000	6.6%
Monitoring and Evaluation	0.000	0.000	6,000.000	6,000.000	0.3%
Field Travel	15,000.000	15,000.000	15,000.000	45,000.000	2.5%
National Professionals:	134,500.000	136,500.000	138,500.000	409,500.000	22.9%
Contracts:	26,000.000	26,000.000	16,000.000	68,000.000	3.8%
Training:	60,000.000	50,000.000	40,000.000	150,000.000	8.4%
Equipment & Infrastructure	310,000.000	310,000.000	285,000.000	905,000.000	50.7%
Miscellaneous:	15,000.000	15,000.000	14,716.000	44,716.000	2.5%
GMS	12,950.000	12,950.000	12,984.000	38,884.000	2.2%
Total Budget USD	**611,750.000**	**604,750.000**	**568,500.000**	**1,785,000.000**	**100%**

Property Tax Project - Phase III 2018-2020

No. (00075608)

B/L	B/L	Description	Estimated Budget 2018	2019	2020	Total US$
10.00		**Personnel:**				
13.00		**Admin. support personnel:**				
13.01	71405	Admin / Finance Officer	16,500.00	17,000.00	17,500.00	51,000.00
13.02	71405	Secretary	6,800.00	7,300.00	7,800.00	21,900.00
13.03	71405	Driver				0.00
13.04	71405	Data Entry Personnel	15,000.00	15,000.00	15,000.00	45,000.00
13.99		**Line Total**	**38,300.00**	**39,300.00**	**40,300.00**	**117,900.00**
15.00		**Monitoring and Evaluation**				
15.01	74120	Evaluation			6,000.00	6,000.00
15.99		**Line Total**	**0.00**	**0.00**	**6,000.00**	**6,000.00**
16.00		**Field Travel**				
16.01	71620	Field Missions Costs	15,000.00	15,000.00	15,000.00	45,000.00
16.99		**Line Total**	**15,000.00**	**15,000.00**	**15,000.00**	**45,000.00**
17.00		**National Professionals:**				
17.01	71405	National Project Coordinator	25,000.00	25,000.00	25,000.00	75,000.00
17.02	71405	Programme Analyst	20,700.00	21,200.00	21,700.00	63,600.00
17.03	71405	Network Engineer	9,300.00	9,800.00	10,300.00	29,400.00
17.04	71405	Programmer	7,800.00	8,300.00	8,800.00	24,900.00
17.05	71405	Programme Analyst	21,700.00	22,200.00	22,700.00	66,600.00
17.06	71310	Liaison Officers/ Programer	50,000.00	50,000.00	50,000.00	150,000.00
17.99		**Line Total**	**134,500.00**	**136,500.00**	**138,500.00**	**409,500.00**
19.99		**Project Personnel Total**	**187,800.00**	**190,800.00**	**199,800.00**	**578,400.00**

20.00		**Contracts:**				
21.01	72810	Software Development & Oracle	20,000.00	20,000.00	10,000.00	50,000.00
21.03	72500	Media Campaign & Printing	6,000.00	6,000.00	6,000.00	18,000.00
21.99		**Line Total**	**26,000.00**	**26,000.00**	**16,000.00**	**68,000.00**
30.00		**Training:**				
32.01	71600	Study Tours	5,000.00	5,000.00	5,000.00	15,000.00
32.99		**Line Total**	**5,000.00**	**5,000.00**	**5,000.00**	**15,000.00**
33.00		**In-Service Training:**				
33.01	71300	National Workshops	5,000.00	5,000.00	5,000.00	15,000.00
33.02	71300	In-service Training	40,000.00	30,000.00	20,000.00	90,000.00
		IT Training MoMA	10,000.00	10,000.00	10,000.00	30,000.00
33.99		**Line Total**	**55,000.00**	**45,000.00**	**35,000.00**	**135,000.00**
39.00		**Training Total**	**60,000.00**	**50,000.00**	**40,000.00**	**150,000.00**
40.00	-	**Equipment:**				
45.01	72805	Computer Equipment	40,000.00	40,000.00	25,000.00	105,000.00
45.02	72405	Networking Infrastructure	270,000.00	270,000.00	260,000.00	800,000.00
45.03	72215	Project Vehicle				0.00
45.04	73410	Site Visits & Logistic Costs				0.00
45.99		**Equipment Total**	**310,000.00**	**310,000.00**	**285,000.00**	**905,000.00**
50.00		**Miscellaneous:**				
52.01	74105	Audit & Reporting Costs	5,000.00	5,000.00	5,000.00	15,000.00
52.99		**Line Total**	**5,000.00**	**5,000.00**	**5,000.00**	**15,000.00**
53.01	74525	Sundries	10,000.00	10,000.00	9,716.00	29,716.00
53.99		**Line Total**	**10,000.00**	**10,000.00**	**9,716.00**	**29,716.00**
59.00		**Miscellaneous Total**	**15,000.00**	**15,000.00**	**14,716.00**	**44,716.00**
		GMS	12,950.00	12,950.00	12,984.00	38,884.00
99.99		**Total Budget USD**	**611,750.00**	**604,750.00**	**568,500.00**	**1,785,000.00**