

STANDARD TWINNING PROJECT FICHE

1. Basic Information

- 1.1 **Programme:** Support to the Implementation of the Action Plan Programme IV – ENPI/2013/24-775 (EC)
- 1.2 **Twinning Number:** JO/13/ENPI/JH/1/17 (JO/28)
- 1.3 **Title:** Capacity Building of Public Security Directorate/Borders and Residence Department.
- 1.4 **Sector:** Security
- 1.5 **Beneficiary country:** The Hashemite Kingdom of Jordan

2. Objectives

2.1 Overall Objective:

Contribute to strengthening the strategic human resources management capacities of the Borders and Residence Department at the Public Security Directorate.

2.2 Project purpose:

To improve the institutional capacity of the Borders and Residence Department, to design and deliver high quality training and professional career development services. The approach adopted to enhance the strategic human resources capacity of the BRD will ensure that special attention is given to gender equality, respect of human rights and the promotion of inclusive governance in the public sector.

2.3 Contribution to National Development Plan/Cooperation

agreement/Association Agreement/Action Plan/ Partnership Priorities

The promotion of good governance, security and administrative capacity building in Jordan is an objective of both the Jordanian National development Plan "Vision 2025" and the EU – Jordan Partnership Priorities agreed in July 2016.

The EU and Jordan cooperation activities identified in the Partnership Priorities document shall guide the identification and implementation of mutually beneficial initiatives during the period 2016-2020 in view of political, security and economic developments.

The Partnership Priorities identify three areas where the EU and Jordan will further strengthen their relation: foreign and security policy, macro-economic stability and social and economic development, and governance, the rule of law, democratic reform and human rights.

The proposed project cross cuts between the first and third area of cooperation between the EU and Jordan as it is intended to contribute to strengthen the quality of the services of the Borders and Residence department in line with the principles included in the mentioned areas of cooperation.

Specifically with regards to the first area of cooperation (foreign and security policy) this Twinning is expected to contribute to strengthen the capacity of the BRD to implement its administrative and security duties in coordination with other Jordanian security agencies.

This comes also in line with Jordan “Vision 2025” that charts a path for the future and determines the integrated economic and social framework that will govern the economic and social policies based on providing opportunities for all. Its basic principles include promoting the rule of law and equal opportunities, increasing participatory policy making, achieving fiscal sustainability and strengthening institutions including building administration human resources capacity.

3. Description

3.1 Background and justification:

The BRD was established under the Law of Residence and Foreigners No. 24 of year 1973 and currently employs 1700 personnel. It coordinates with number of national entities: security agencies such as General Intelligence Directorate, in addition to public and private institutions such as Ministry of Health, Customs Department, Commercial Banks, Exchange and Insurance Companies. Under its mandate, BRD performs the following duties:

1. Implementation the Law on Residence and Foreigners Affairs No. (24) For the year 1973 and its amendments, regulations and instructions issued there under (the visa regime, the system of appointment of the place).

2. Maintain the security of the country by prohibited illegal weapons or smuggling of people, explosives or drugs and prevent any terrorist act within the available possibilities and with collaboration of other security services
3. Implementation of necessary border actions Supervision and coordination to provide services for arriving and departing passengers through border posts
4. Issuing annual Residences And providing a Temporary residency accordance with the legislation
5. Organize a monthly and annual statistics of numbers of arriving and departing passengers from all nationalities and provide that to the different stakeholders (Ministry of Interior and the Ministry of Tourism)
6. Preventing departure of any wanted person by the judiciary and arrest him/her to take the right actions 7-Controlling the foreign violators of legal residence and work in coordination with the leaders of the government and departments of the police
7. Carrying out any duties of a security request in a timely manner

During 2016 the BRD has served more than 11 million passengers and issued 160,000 annual residence and 90,000 temporary residency permits. As BRD resides within PSD structure under the Ministry of Interior, BRD applies PSD law No. 38 of year 1965 and all related instructions, for human resources management in terms of: hiring, promotion, pay scale, incentives, allowances, medical insurance and personnel transfer.

BRD does not employ trainers but contracts policymaker and training practitioners, mainly from government (especially but not exclusively from Public Security Directorate) together with few freelance experts, forming a pool of around 80 trainers who are supported during training by a small number of BRD permanent staff (nearly 1700 participants have been trained over eighteen months in nineteen training programmes).

Trainers have generally developed and used their own training materials but the BRD is in the process of developing its own library of materials. As its size and quality increase, this will become a major resource for future training programmes.

Even though internal training needs analysis is annually conducted by the BRD to indicate following year training priorities, reorganisation of training, professional career development that support institutional capacity are in much need and therefore, shall result from the work of the Twinning project.

From year 2016, additional staff will be appointed to expand the training division, career development service, and establish coordinators for the schools of management, public administration, innovation and finance

3.2 Linked activities (other international and national initiatives):

The assistance to the BRD has generally taken the indirect form of training provision to its services, which is organised and delivered by the PSD and other public sector organizations.

Specifically, PSD, in collaboration with other governmental agencies like Gendarmerie and Jordanian Armed Forces, provides annual compulsory training for all its departments, including BRD, in infantry and weaponry, Information Technology, and Communication Skills. In addition, PSD provides tailored training to BRD in the following topics:

- Personnel orientation.
- Borders' Security
- Counter forgery
- Specialized laws and regulations.

Furthermore, a number of international organisations like foreign embassies and UN organisations provides limited ad-hoc training to BRD, either locally or abroad, in areas of human trafficking, counter forgery, linguistics and crisis management.

This project will coordinate and contribute to future initiatives funded by the EU in the area of Integrated Border Management, including a forthcoming programme under the EU-FPI instrument which will includes training activities on humanitarian border management. The planned FPI project (implemented through IOM) is expected to mainly focus on JAF and this twinning is addressing needs at the BRD, coordination between the two interventions will be sought when necessary.

3.3 Mandatory Results (Components):

Component 1: Strategic management capacity of the Borders and Residence Department is strengthened

Result 1.1: Assessment of management team capacity in team building, communication, Human Resources Management, international relations and public relations

Indicators:

1. The Business Development Plan is used as the basis for planning and implementing activities in each division;

Result 1.2: Medium-term Business plan is developed

Indicators:

1. The Business Development Plan is updated every year and it defines targets, inputs & outputs of activities, main risks and assumptions, and conditionality;

Result 1.3: Computer-based planning model is created

Indicators:

1. The computer model of Borders and Residence Department is used to support the annual development and updating of the Business Development Plan;

Result 1.4: Counselling on software options for Training Resources Management

Indicators:

1. Management Team members contribute to the development and annual updating of the computer model, provide data, define relationships and conditionality.

Component 2: Capacity of the Borders and Residence Department to design, develop and deliver high quality training programmes is strengthened

Result 2.1: Capacity Building plan is designed using effective techniques and modern techniques including TOT.

Indicators:

1. Range of training methodologies used in Borders and Residence Department increases

2. The level of demand for Borders and Residence Department training services grows

Result 2.2: Level of techniques and skills in training evaluation methods is assessed

Indicators:

1. Evaluation level of training, based on content, relevance, methodology, increases

Result 2.3: Training manual is developed and adopted

Indicators:

1. Trainers deliver higher quality programmes and courses.
2. Trainees are better qualified to undertake their tasks

Component 3: Capacity of the Residence Department to design and deliver professional career development programmes is strengthened

Result 3.1: Career development is enhanced through (Job Task , Recruitment and Selection, Performance Evaluation, motivation and promotion and disciplinary and ethical management issues.

Indicators:

1. Range of Professional Career Development/Human Resources Management services offered by Borders and Residence Department increases;
2. Skills and knowledge of Professional Career Development staff and trainers increase;
3. Demand for Professional Career Development services grows;
4. Evaluation level of development services, based on form, content and relevance, increases;
5. Work of Professional Career Development services leads to higher demand for training.

Component 4: The Quality Management System (QMS) of the Borders and Residence Department is strengthened

Result 4.1: QMS is assessed and action plan is developed.

Indicators:

1. QMS roadmaps defined, with support for their implementation;
2. QMS approach extended to other areas of activity;
3. Additional QMS targets are achieved;
4. QMS approach is valued by the Management Team and staff of the BRD;
5. Decline in poor service and associated negative feedback is registered.

3.4 Activities:

Member State(s) is kindly requested to develop activities in the submitted proposal which are needed in order to achieve the results stipulated in the fiche.

Maximum one study visit per Component to Member State(s) are envisioned to be incorporated within proposed activities, in order to support the implementation. This is in addition to minimum two visibility events that shall be organised: launching event at the start of the implementation and the final event at the end of the implementation of the project activities.

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

This project requires a Project Leader who will be responsible for the overall coordination of the project activities. He should be capable of a high political dialogue. The project leader is expected to closely work with the Resident Twinning Advisor (RTA) and the short-term experts as well as with the counterpart of the beneficiary institution(s). MS Project Leader may participate in the project also as the short-term expert (STE) and in this case the MS Project Leader should satisfy requirements stipulated in the fiche for both the Project Leader and the relevant STE Profile.

Profile of the Project Leader :

- University level education or equivalent professional experience of 10 years in public administration;
- High ranking official ;
- Minimum 5 years of experience in a Member State similar institution;

- Have experience in the field of project management and good computer literacy;
- Have excellent communication skills in written and spoken English;
- Proven contractual relation to a public administration or mandated body, as defined under the Twinning Manual 5.4.5.

Tasks of the Project Leader are:

- Coordinating and managing the overall implementation of the project in cooperation with the BC 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;
- Coordinating MS experts' work;
- Providing efficient leadership of the project;
- Ensuring backstopping and financial management of the project in the MS.
- Participation in Steering Committee meetings;
- Project reporting.

3.5.2 Profile and tasks of the RTA

The Resident Twinning Adviser should have:

- A university Degree or equivalent professional experience of 8 years in the public administration;
- Minimum 3 years of experience in the field of human resources development in an equivalent public service at a high level;
- Wide knowledge of related good practice in border control and residence services development;
- Previous experience in project and/or team management;
- Excellent command of written and spoken English and computer literacy;
- Proven contractual relation to a public administration or mandated body, as defined under Twinning Manual 5.4.5

Tasks of the Resident Twinning Adviser:

- Overall coordination and supervision of the project activities and their implementation in the BC;
- Day to day management of the project and working with the beneficiary institution;
- coordination and facilitation of the Short Term experts missions and work;
- Provide technical input on EU best practices to the Project and to the Jordanian administration during project implementation ;
- Liaise with Project Leader and assist in reporting;
- Organization of visibility events (launching and final event);
- Organization and participation of Steering Committee meetings

The duration of the RTA secondment is 18 months.

3.5.3 Profile and tasks of the short-term experts

Requirements:

- A university degree in a relevant subject, or equivalent professional qualification;
- a minimum of 5 years' experience in their respective field;
- good command of written and spoken English;
- good writing and presentation skills;
- good training and facilitation skills;
- good computer literacy;
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5.

Tasks of the Short-term experts:

- Close cooperation with the Jordanian experts in undertaking all activities;
- Advance preparation and familiarization with relevant documentation;
- Participating in relevant activities under the scope of the project in cooperation with other experts.

4. Institutional Framework

The BRD is one of the directorates of Public Security Directorate under the Ministry of Interior, dealing with specialized matters of departures and arrivals to

the territory of the Hashemite Kingdom of Jordan, and implementation of laws and regulations in this regard as it oversees the Border posts (land, sea and air).

The control of processes of arrival and departure of persons and goods to and from the Hashemite Kingdom of Jordan is achieved through the centres and border crossings of the residence and border management and in cooperation with all institutions and other official bodies, in order to achieve flexibility and quality in the procedures service delivery to all nationalities.

BRD organizational structure (Annex 2) has eleven functional divisions, which may be categorised under five principal headings:

- (i) Professional Development and Training, which encompasses all activities undertaking the planning, design and delivery of training, training of trainers and professional development services, which the Public Security Directorate/Borders and Residence Department offers to the public.
- (ii) External Affairs, which includes International Relations and its domestic counterpart: Public Relations and Media.
- (iii) Administrative Affairs, which groups the four administrative support functions: Finance, Human Resources, Materials Technical Support and Purchasing;

And two units responsible for innovative activities, and the introduction of a quality management system:

- (iv) Innovative Projects;
- (v) Quality Control.

5. Budget

The overall budget available for this twining is (1.5) Million Euro.

6. Implementation Arrangements

6.1 The Programme Administration Office (PAO) is in charge of the coordination of all the activities and the administrative management of the Support to the

Implementation of the Action Plan Programme. The PAO will be the responsible institution for the management of this twinning project.

Contact details of PAO responsible of the contract:

Ministry of Planning and International Cooperation

Mr. Marwan Al-Refai

Programme Administration Office

Support to the implementation of the EU-Jordan Association Agreement and
Action Plan Programme

P.O. Box 555 Amman, 11118 Jordan

Fax: 00 962 6 4611669

Marwan.Al-Refai@mop.gov.jo

6.2 Main counterpart in the BC, including contact person and contact details. Also include RTA counterpart and the BC Project leader

Project Leader

Brigadier Wael Al Shqerat

Borders and Residence Directorate

P.O. Box 926 Amman, 11118 Jordan

Fax: + 962 6 5505369

Phone: +962 79 0191166

RTA Counterpart

Captain Mahmmoud Frehat

Borders and Residence Department

Head of Research , studies and quality section

P.O. Box 926 Amman, 11118 Jordan

Fax: +962 6 5505369

Phone: +962795786781

6.3 Contracts

It is envisaged that the project will be implemented through one twinning contract with the maximum amount of 1.5 M €.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals: Q1 2017

7.2 Start of project activities: Q3 2017

7.3 Project completion: Q1 2019

7.4 Duration of the execution period (implementation period + 3 months): 21 months

8. Sustainability

The sustainable development of human resources, in all key areas of BRD activity, is the principal aim of most activities included in the Twinning project. The strengthening of capacity is to be achieved within a framework which shall support closer integration of the work of senior staff in different areas, in order to work towards more coherent strategic goals. The project forms an integral part of BRD's own development plan, and cannot be regarded as an appendix to its main mission, assured by the commitment of PSD/BRD top management for development. After the completion, the demand for training activities of BRD will be more planned and sustained rather than the current ad hoc requests, which will result in qualified personnel retention and reduction of dependency on other institutions for building internal capacity.

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

Equal Opportunity: The principle of equal opportunity will be integrated into all stages of the project implementation. At the level of the training and development activities, conducted as part of the Twinning project, the trainers and trainees will be engaged according to the definition of the required skills or current position, bearing in mind the required needs for new skills and activities by BRD. The specific field of Human Resources Management, where skills in selection, performance evaluation, promotion, ethics etc are to be strengthened within the Borders and Residence Department, the equal opportunity principle should form an integral part of the subject matter, and will need to be highlighted as such.

Environment : The project has little direct impact on environmental issues. Future trends in training and development services may reflect stronger links between

environmental concerns, public charges and expenditure, in which Borders and Residence Department will have a legitimate interest.

10. Conditionality and sequencing

This project will be implemented through a twinning arrangement. Consequently, the BRD will be required to allocate sufficient, suitable experienced staff and all necessary material resources for the efficient implementation of the Twinning Project.

The commitment and participation of Senior Management of the BRD is indispensable, both qualities are intrinsically involved in developing and implementing the policies as well as facilitating any institutional changes required in delivering the project results and ensuring the sustainability of project actions after the completion of the project activities.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Organisational Chart of BRD