



## **Twinning Fiche**

**Project Title:** Support the Jordanian Integrity and Anti-Corruption Commission in the Fields of Integrity and Corruption Prevention

**Beneficiary Administration:** Jordanian Integrity & Anti-Corruption Mechanism

**Twinning Reference:** JO 17 ENI JH 01 20

**Publication Notice Reference:** EuropeAid/169002/ID/ACT/JO

**EU funded project**

**TWINNING TOOL**

## **List of Abbreviations**

|       |  |
|-------|--|
| JIACC | Jordanian Integrity & Anti-Corruption Commission |
| GoJ   | Government of Jordan                             |
| UNCAC | United Nations Convention Against Corruption     |
| CSB   | Civil Service Bureau                             |
| EUD   | European Union Delegation                        |
| GID   | General Intelligence Directorate                 |
| GP    | General Prosecutor                               |
| MoPIC | Ministry of Planning & International Cooperation |
| OGPI  | Open Government Partnership Initiative           |
| RoL   | Rule of Law                                      |
| NIS   | National Integrity Standards                     |
| ToT   | Training of Trainers                             |
| MDA   | Ministries, Departments, and Agencies            |
| MS    | Member States                                    |
| BC    | Beneficiary Country                              |
| RTA   | Resident Twinning Adviser                        |
| PIU   | Project Implementation Unit                      |
| PAO   | Project Administration Officer                   |
| PL    | Project Leader                                   |
| PSC   | Project Steering Committee                       |
| STE   | Short Term Experts                               |

## **1 Basic Information**

**1.1 Programme:** Measures Supporting the Implementation of the Partnership Priorities in Jordan – Decision ENI/2017/040-561 (EC)

*For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement\* on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union are to be understood as including natural or legal persons residing or established in the United Kingdom. UK residents and entities are therefore eligible to participate under this call.*

*\* Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.*

**1.2 Twinning Sector:** Justice and Home Affairs (Integrity & Anti-Corruption)

**1.3 EU Funded Budget:** EUR 1.5 million

## **2 Objectives**

### **2.1 Overall Objective(s)**

Supporting National Institutional Efforts in Jordan to strengthen Integrity and Corruption Prevention.

### **2.2 Specific Objectives**

1. Develop and revise national integrity standards in the public sector to guarantee the implementation, compliance with, and activation of these standards with related institutions.
2. Enhance the capacities of specialized departments in JIACC in assessing and managing corruption risks in selected sectors.

## **3 Description**

### **3.1 Background & Justification**

#### **3.1.1 Background**

In 2006, and upon directives from his majesty King Abdullah II, the Government of Jordan (GoJ) issued the “Anti-Corruption Commission” law which paved the way for the establishment of the commission. This step marked Jordan’s entrance to the realm of institutional corruption fighting and a result of ratifying the United Nations Convention Against Corruption (UNCAC) No. 28 of 2004 in 2005. Since then, the anti-corruption commission law was amended four times in 2012, 2014, 2016, and most recently in 2019

granting the commission more independence and authority to perform its duties and expanding its mandate to include the “Ombudsman Bureau” and be renamed the “Jordanian Integrity & Anti-Corruption Commission” or (JIACC), aligning it with the King’s and government’s priorities and visions.

The recent amendment also tasked the commission with a prevention role to limit the causes of corruption and prevent it before happening, utilizing a participatory approach with the public, instead of only investigating corrupt acts and prosecuting suspects. This came as a result of continuous mentioning of His Majesty in his speeches and discussion papers of the need to strengthen and expand the mandate of JIACC. Such statements were echoed by government officials and public servants reassuring the King’s remarks and the need to act upon them. Most recent of which were the Vice-President of JIACC who mentioned<sup>1</sup> that “JIACC cannot fight corruption on its own and all Jordanians should participate in the process, especially youth”, yet no clear mechanisms have been offered to the public to enable them to actually be part of the process.

According to the latest organizational structure, JIACC consists of nine directorates: Complaints, Integrity, Prevention, Investigation, Grievances, Communication, Legal Affairs, Administrative Affairs, Financial Affairs, and the Unit for the Protection of Whistle-blowers, Witnesses, Informers and Experts, all under the Secretary General’s Authority. The office of the president, Strategic Planning Unit, international cooperation unit, statistics and monitoring unit, internal oversight, operations and the Secretary General all report directly to the president. The Board of the Commission works in parallel with the Chairman of the Commission in accordance with its legal powers under the Commission's law. As for the departments of the main directorates, there are 28 departments, distributed according to the organizational structure and the needs of each department and the nature of its competence and mission.

In 2014, money laundering and illicit enrichment were considered a form of corruption, in addition to an amendment to specify a period of 3 months to adjudicate cases received by the Commission. In the same context, the Protection of Whistle-blowers, Witnesses and Informers in Corruption Cases bylaw was issued in 2014.

It is noteworthy that all administrative cadres are affiliated to the Civil Service Bureau (CSB), the official body in Jordan concerned with the recruitment and appointment processes in accordance with the law of JIACC according to the latest amendments. The total staff of JIACC is estimated around 250 employees.

The historical development of JIACC has passed through a number of stages despite the recent experience in Jordan. Perhaps this change in the legislative and structural level to which JIACC has been subjected explains many of the institutional phenomena and trends.

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<sup>1</sup> “An Invitation to All Jordanians to Participate in Fighting Corruption” – Kahberni News, Retrieved 28/April/2019, [Link](#)

In order to elevate the level of JIACC's performance to enable to execute its tasks effectively, the European Delegation in Jordan (EUD) is aiming to implement a twinning project between JIACC and a European counterpart to provide needed technical assistance. This twinning fiche which was developed based on a comprehensive needs' assessment comes to fulfil this need by pairing JIACC with an experienced European counterpart institution.

### **JIACC's Vision Statement**

A national environment that upholds integrity, and rejects corruption.

### **JIACC's Mission Statement**

“Combating all types of corruption, preventing their spreading, eliminating their effects, and preserving the national resources, by strengthening the National Code of Integrity, enhancing institutional and individual ethical behaviours, reinforcing principles of good Governance, rules of Law, transparency, accountability, justice, and equal opportunities”.

### **3.1.2 Justification**

Although legislative amendments are an integral part in enabling JIACC there are many other factors, both external and internal, that undermines the role of JIACC and its employees. These factors include, but are not limited to the modest technical capacity of JIACC equipment and software, the lack of specialized cadres, lack of funding, the weaknesses of other laws associated with the work of JIACC such as the “Witness Protection Law”, “Money Laundering Law”, and “Illegal Enrichment Law”. Additionally, there are other institutions that have conflicting roles with JIACC such as the “Audit Bureau” which has a role of ensuring integrity and accountability in public institutions and the “Anti-Corruption Unit” of the General Intelligence Directorate (GID) which works in parallel with JIACC on the same mandate without coordinating with it.

When examining JIACC's statistics in terms of complaints received and cases that eventually get directed to courts or the General Prosecutor (GP), and depending on JIACC's statistics published in its 2018 annual report<sup>2</sup>, it shows that only 4% of the complaints received get eventually directed to the GP, much less is expected to be directed to courts, however this information is not shown in the report.

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<sup>2</sup> JIACC's Annual Report 2018,  
<http://www.jiacc.gov.jo/documents/412c7918-0ab0-448a-8691-3893458c8909.pdf>

**Table 1: Summary of JIACC's Complaints Directorate Statistics 2018**

| Complaints Department | Recycled Complaints From 2017 | Complaints of 2018 | Total Complaints | Retained Complaints | Complaints Under Examination | Processed Complaints | Details of Referred Complaints  |
|-----------------------|-------------------------------|--------------------|------------------|---------------------|------------------------------|----------------------|---|
| Number                | 150                           | 2647               | 2797             | 1421                | 51                           | 1325                 | 15 complaints directed to GP; 1306 complaints directed to other JIACC's departments |

**Table 2: Summary of JIACC's Other Departments' Statistics 2018**

| Directorate                | Recycled Complaints For All Departments From 2017 | Complaints of 2018 | Total Complaints | Retained Complaints | Complaints Under Examination | Processed Complaints | Details of Referred Complaints                         |
|----------------------------|---|--------------------|------------------|---------------------|------------------------------|----------------------|--|
| Prevention Directorate     | 37  | 227                | 264              | 177                 | 62                           | 25                   | 3 complaints directed to GP; 22 recommendations issued |
| Investigations Directorate | 205   | 568                | 773              | 178                 | 403                          | 192                  | 192 complaints directed to GP                          |
| Operations                 | 74  | 202                | 276              | 152                 | 108                          | 16                   | 16 complaints  |

|                               |     |      |      |     |     |     |   |
|-------------------------------|-----|------|------|-----|-----|-----|---|
| <b>Unit</b>                   |     |      |      |     |     |     | directed to GP  |
| <b>Grievances Directorate</b> | 83  | 197  | 280  | 178 | 42  | 60  | 60 recommendations issued                                 |
| <b>Total</b>                  | 399 | 1194 | 1593 | 685 | 615 | 293 | 2011 complaints directed to GP; 82 recommendations issued |

Despite all of this, there is currently a momentum and what seems to be a political will from the highest levels of government to activate the role of JIACC in fighting corruption. Yet, there are many doubts about the current capacity of JIACC to perform its duties when given support, especially with the addition of a new task to prevent corruption using a participatory approach. These doubts are reaffirmed when examining JIACC's budget<sup>3</sup>, which amounts to only 3.9 million JD (5 million Euros), where 93.7% goes to recurrent expenditures (salaries) and from the remainder 250 thousand goes to capital expenditures. Even when looking at the capital expenditures, 82% of these goes to recurrent expenditures while the remainder 18% (45 thousand JD or 57 thousand Euros) goes to equipment, trainings, and consultations.

In addition, an in-depth look at the expenditures by program, core programs take only a fraction where under recurrent expenditures the "Supporting Administrative Services" program takes 49.9% of the overall budget, followed by the "Strengthening the National Integrity System" program with 43.8% which as shown in the budget all goes to salaries. Meanwhile, under capital expenditures the "Establishing a Comprehensive Computerized" Program takes up 1.9%, followed by the "Protecting Informants and Witnesses" program with 1.3%, and finally the "Implementing the National Integrity & Anti-Corruption Strategy" program with 4.4%.

As the orientation of expenditures of any institution determines its priorities, JIACC does not seem to be giving its core functions the required financial support to enable it to do its job. Perhaps the only positive development was moving JIACC's budget from under the "Independent Governmental Units" budget law to the "Central Government" law, which may indicate that JIACC will be receiving more support financially and politically.

JIACC could use technical assistance from a well-developed counterpart institution to enable it to perform its duties effectively, successfully adapt to the new tasks, and develop future interventions so that it would become the key stakeholder it is supposed to be in the process of fighting corruption.

The entities to work with during the implementation should be selected on a set of commonly agreed criteria. They should have the right properties/characteristics to ensure that JIACC staff can apply the new methodologies, systems and tools put into practice, and draw lessons for engaging with MDAs. It is important that the criteria for the selection are sufficiently discussed and agreed with all stakeholders, in particular JIACC management.

### **3.2 Ongoing Reforms**

JIACC's law was amended four times since its establishment most recently in 2019. The amendments provided protections for the president and board members of JIACC and increased its powers and jurisdictions. In 2018 Ministry of Planning & International Cooperation (MoPIC) established the "Open Government Unit" which is responsible for

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<sup>3</sup> Law No. (1) for the Year 2019, General Budget Law for the Fiscal Year 2019  
<http://www.gbd.gov.jo/GBD/en/Budget/Ministries/general-budget-law-2019>



monitoring and following up on Jordan's commitments to the "Open Government Partnership Initiative" (OGPI), and launched the fourth national action plan for implementing the OGPI commitments 2018 – 2020. Moreover, both the 2025 Vision and the Jordanian Government's Priorities document emphasize the importance of transparency and accountability in government and include separate components for them. Lastly, JIACC launched its 2017 – 2025 strategy building on the work of previous strategies and other national strategies in place while taking into account the reforms that have affected its legal framework.

### **3.3 Linked Activities**

Between 2011 and 2013 the Finnish government and with support from the EU implemented a twinning project that provided it with technical support in specified areas. Jordan is also currently involved in implementing the fourth national action plan 2018 – 2020 for the OGPI. Jordan is also engaged in implementing the commitments of the London Anti-Corruption Summit 2016. This twinning fiche comes as part of the continuous support of the EU for Jordan and JIACC in the field of fighting corruption and spreading transparency.

USAID is also providing support to enhance accountability and transparency to the government of Jordan through its "Rule of Law" Program (ROL). The ROL program contributed to enhancing communication and information exchange between institutions involved in accountability and anti-corruption, strengthened the effectiveness of performance audit and control systems in ministries and public institutions, and provided grants to local actors to produce literature on the hazards of corruption in Jordan.

Transparency International (TI) in collaboration with their local branch in Jordan "Rasheed" are implementing the National Integrity Standards (NIS) project. The NIS project aims to prepare practical recommendations for reinforcing the government's public policies for anti-corruption, and set rules for the anti-corruption system in Jordan to advocate for the strategic priorities, and identify the main impediments to achieving those priorities.

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

- Council of Europe Resolution (97) 24 on Twenty Guiding Principles against Corruption 1997
- Treaty on European Union on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union 1997
- Council of Europe Framework Decision 2003/568/JHA of 22 July 2003 on combating corruption in the private sector
- UN Convention against Corruption

## **3.5 Results & Activities**

### **3.5.1 Components and results per component**

#### **Component 1: Develop and revise national integrity standards in the public sector to guarantee the implementation, compliance with, and activation of these standards with related institutions**

- **Result 1:** Methodology for a baseline assessment study for National Integrity Standards is defined to assess and measure its effectiveness and implementation and revised the strategy accordingly
- **Result 2:** Enhanced the capacities of specialized JIACC staff and redesigned institutional operations in related departments
- **Result 3:** Implementation of the revised National Integrity Standards and the fight against corruption by ensuring better coordination internally and externally, training of selected MDAs
- **Result 4:** Developed mechanisms (Codes of Conduct, Codes on Conflict of Interest, Regular Awareness Programs) to increase the awareness of public sector, the private sector and civil society organizations in the values of integrity, and ethics, and transparency principles and the risks of corrupt acts

#### **Component 2: Enhance the capacities of specialized departments in JIACC in assessing and managing corruption risks in selected sectors**

- **Result 5:** Developed operational manual on assessing and managing corruption risks
- **Result 6:** Implemented the operational manual in two sectors
- **Result 7:** Enhanced the capacities of a sufficient amount of specialized JIACC staff on assessing and managing corruption risks
- **Result 8:** Redeveloped tasks, workflows and job descriptions to guarantee the effectiveness of risks management
- **Result 9:** Developed skills mapping based on the survey results, identified specializations and prepared an annual training plan linked to them
- **Result 10:** Provided strategic advice on implementation of Anti-Corruption Strategy and run related activities (peer-to-peer exchanges)

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

#### **3.6.1 Profile and tasks of the Project Leader (PL)**

##### **Tasks**

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

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

##### **Education**

- At least university degree in law, criminal justice, political science, or a related discipline is required or equivalent relevant professional experience of 8 years. PhD in the mentioned areas would be an asset

##### **Experience**

- A minimum of 3 years of professional experience working within or providing technical advisory services to anti-corruption bodies or investigating and prosecuting corruption cases in an anti-corruption agency, law enforcement, prosecution service or the judiciary, or working as technical adviser on anti-corruption in international organizations or a non-governmental organization is required. Experience with mutual legal assistance, proceeds of crime and/or asset recovery legislation and casework and in designing national anti-corruption policies, strategies, and public campaigns, is desirable.
- Proven experience in project management, preferably in integrity and fighting corruption sector.

##### **Language skills**

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

### **3.6.2 Profile and tasks of the Resident Twinning Adviser (RTA)**

#### **Tasks**

The RTA being an official or assimilated agent from a Member State public or semi-public administration or accepted mandated body seconded to the Beneficiary Country (BC) to coordinate the day-to-day activities of the project.

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

#### **Education**

- At least university degree in law, criminal justice, political science, or a related discipline or equivalent relevant professional experience of 8 years is required. PhD in the mentioned areas would be an asset

#### **General Experience**

- At least 3 years of technical experience in an anti-corruption agency or working as technical adviser on anti-corruption in international organizations or a non-governmental organization is required, additional professional experience will be considered as an asset.
- Policy development expertise.
- Experience in project management.
- Experience in critical analysis and report writing.

#### **Specific Experience**

- Proven work experience in fighting corruption and spreading integrity.
- Working experience in an Arabic country would be an asset.

#### **Language skills**

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

### **3.6.3 Profile and tasks of Component Leaders**

#### **Leader of Component 1: Develop and revise national integrity standards in the public sector to guarantee the implementation, compliance with, and activation of these standards with related institutions**

##### **Tasks**

- Expert responsible for the specific results in component 1

##### **Education**

- At least university degree in law, criminal justice, political science, public policy, governance, or a related discipline is required or equivalent relevant professional experience of 8 years. PhD in the mentioned areas would be an asset

##### **General Experience**

- At least 3 years of technical experience in an anti-corruption agency or working as technical adviser on anti-corruption in international organizations or a non-governmental organization is required, additional professional experience will be considered as an asset.
- Experience in integrity standards compliance in public sector.
- Experience in critical analysis and report writing.

##### **Specific Experience**

- Experience in overseeing, monitoring, and evaluating the implementation of integrity standards in public sector.
- Proven work experience in identifying and managing corruption risks.
- Solid experience in designing capacity building programs.
- Training experience will be considered as an asset.
- Working experience in an Arabic country would be an asset.

##### **Language skills**

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

#### **Leader of Component 2: Enhance the capacities of specialized departments in JIACC in assessing and managing corruption risks in selected sectors**

##### **Task**

Expert responsible for the specific results of component 2

## **Education**

- At least University degree in law, criminal justice, political science, or a related discipline is required or equivalent relevant professional experience of 8 years. PhD in the mentioned areas would be an asset.

## **General Experience**

- At least 3 years of technical experience in an anti-corruption agency or working as technical adviser on anti-corruption in international organizations or a non-governmental organization is required, additional professional experience will be considered as an asset.
- Strong analytical and research abilities.
- Experience in critical analysis and report writing.

## **Specific Experience**

- Proven work experience in identifying and managing corruption risks
- Solid experience in designing capacity building programs
- Training experience will be considered as an asset.
- Working experience in an Arabic country would be an asset.

## **Language skills**

- Excellent level of English is a must.
- Very good level of Arabic is an advantage.

### **3.6.4 Profile and tasks of other short-term experts:**

In close cooperation with the component leaders and on request of the RTA, the short-term experts will support JIACC in specific aspects related to integrity and corruption prevention.

The expertise provided shall include but is not limited to the areas of regulatory/legal frame work in Jordan, good governance, Training needs assessment, curricula development, train the trainers, HR capacity building, webpage development in establishment, integrity principles and standards, compliance, evaluating and managing corruption risks, research, corruption prevention, campaign planning and management, and strategic planning.

### **More specifically:**

#### **Requirements:**

- At least university level education or equivalent professional experience of 7 years in public administration.
- 3 years of experience in development or application of anti-corruption laws, corruption prevention, and integrity standards.

- Working level of English language.
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5.

**Assets (the list is indicative):**

- Experience in analysis of legal framework and legal analysis.
- Experience in preparing or implementing of training programs related to anti-corruption.
- Experience in preparing or implementing of training programs related to corruption prevention and/or integrity standards.
- Experience in communication and awareness.
- Experience in developing or implementing of promotional activities.
- Experience in implementing anti-corruption activities.
- Experience in human resources management.

#### **4 Budget**

Maximum Budget available for the Grant is EUR (1.5) million

#### **5 Implementation Arrangements**

##### **5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCE/PAO/European Union Delegation/Office)**

The Ministry of Planning and International Cooperation is the Contracting Authority for the twinning project under which The Programme Administration Office (PAO) is in charge of the coordination of all the related activities and the administrative management of the funding Programme. The PAO will be the responsible institution for the management of this twinning project.

##### **Contact Details of PAO Responsible of the Contract:**

Ministry of Planning and International Cooperation

Mr. Marwan Al-Refai

Programme Administration Office

Support to the implementation of the Partnership Priorities Programme

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[Marwan.Al-Refai@mop.gov.jo](mailto:Marwan.Al-Refai@mop.gov.jo)

##### **5.1 Institutional Framework**

Compared to its counterparts in the MENA region, Jordan is a pioneering country in setting up institutions and legislations that fights corruption and joining and ratifying international initiatives and treaties against corruption. Jordanian Integrity & Anti-

Corruption Commission (JIACC) is considered to be the leading institution in Jordan in terms of fighting corruption both public and private sector, and is part of broader set of institutions and legislations embroiled in the task including the Audit Bureau, Anti-Money Laundering Unit at the Central Bank of Jordan, Jordan Securities Commission, and the Ombudsman Bureau which was recently merged with JIACC. A set of legal frameworks also govern and regulate the fight against corruption including the Anti-Corruption Law, Financial Disclosure Law, Illegal Enrichment Law, Informers, Witnesses, Informants and Experts in Corruption Cases and their relatives and closely related persons Protection Bylaw, the Penal Code, the Economic Crimes Law, the Right to Access Information Law, the Anti-Money Laundering Law, and the Public Procurement Law, in addition to regional and international treaties signed by the government of Jordan.

JIACC consists of nine directorates: Complaints, Integrity, Prevention, Investigation, Grievances, Communication, Legal Affairs, Administrative Affairs, Financial Affairs, and the Unit for the Protection of Whistle-blowers, Witnesses, Informers and Experts, all of which fall under the Secretary General's Authority. The office of the president, Strategic Planning Unit, international cooperation unit, statistics and monitoring unit, internal oversight, operations and the Secretary General all report directly to the president. The Board of the Commission works in parallel with the Chairman of the Commission in accordance with its legal powers under the Commission's law. As for the departments of the main directorates, there are 28 departments, distributed according to the organizational structure and the needs of each department and the nature of its competence and mission.

## **5.2 Counterparts in the Beneficiary Administration**

### **5.2.1 Contact Person 1**

Jordanian Integrity & Anti-Corruption Commission

Mr. Zuhier Ayasrah

Position in BC: Investigator / Investigation Directorate

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### **5.2.2 Contact Person 2**

Jordanian Integrity & Anti-Corruption Commission

Ms. Hala Shuriki

Position in BC: International Cooperation Officer /International Cooperation Department

P.O. Box 5000 Amman, 11953 Jordan



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#### **4.2.3 PL Counterpart**

Jordanian Integrity & Anti-Corruption Commission

HE. Sami Salayta

Position in BC: JIACC Board Member

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#### **5.2.4 RTA Counterpart**

Jordanian Integrity & Anti-Corruption Commission

Dr. Kholoud Oran

Position in BC: Head of International Cooperation Unit – Acting Communications Director

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## **6 Duration of the Project**

21 months of implementation period.

## **7 Management and Reporting**

### **7.1 Language**

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

## **7.2 Project Steering Committee**

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

## **7.3 Reporting**

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

## **8 Sustainability**

The achievements of the Twinning project (from results per component to impacts) should be maintained as a permanent asset to the Beneficiary Administration even after the end of the implementation. This presupposes *inter alia* that effective mechanisms are put in place by JIACC administration to disseminate and consolidate the results of the project.

This Twinning project emphasises the aspect of sustainability with particular regard to areas related to awareness raising, training, compliance, prevention, and corruption:

- The needs assessment of JIACC which has been conducted as part developing this fiche showed that staff lack knowledge and expertise in certain areas that are critical to their work. To address this issue, an exhaustive survey of needs will be implemented in collaboration with JIACC staff in order to transfer the knowledge. In addition, a Training of Trainers (ToT) will be delivered to JIACC staff to enable them to conduct future trainings after the life span of the project.
- A national training center on corruption and integrity will be established within JIACC to ensure the institutionalization of training plans and operations.
- Furthermore, improved governance within JIACC as well as related to interaction with other stakeholders such as private sector, civil society organizations, as well as other public institutions is supposed to serve as a tool to support sustainable reforms and operations.
- In addition, a financial mechanism will be developed and put in place to ensure that suitable appropriations are allocated in upcoming years to sustain activities and progress accomplished during the twinning project.

- Finally, it is expected that this project by its nature (JIACC twinning with one/two EU Member States' anti-corruption agencies) will inspire JIACC to adopt EU good practice, adapt relevant ideas and mechanisms in the light of Jordan's situation, and improve efforts against fighting corruption and implementing integrity standards. It is assumed that the support of this twinning is very practical and thus evident for JIACC's reforming efforts.

## **9 Crosscutting Issues**

Equal opportunity principles and practices in ensuring equitable participation in the project regardless of gender, religion, sexual orientation, age, or disability will be guaranteed.

## **10 Conditionality and Sequencing**

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

A survey will be conducted at the beginning of the twinning project to map out stakeholders working with JIACC or other parties on corruption-related issues. In case such activities were detected, a coordination and follow up mechanism will be put in place to prevent conflict with any other party.

The commitment and participation of Senior Management of JIACC 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.

## **11 Indicators for Performance Measurement**

Kindly refer to the Logical Framework Matrix, Annex 1

- National institutions possess the skills, expertise, and institutional capacities to fight corruption and prevent it utilizing effective mechanisms and methods that are based on sustainability and partnership
- Number of institutions that implemented revised national integrity standards
- Number of MDAs that JIACC staff is supporting to apply risk assessment and management methods/approaches.
- Number of institutions that implemented risk assessment and management methods/approaches (minimum: 2).
- Active coordination mechanisms have been introduced.
- Number of MoUs between JIACC and other entities signed and implemented.

## **12 Facilities Available**

The beneficiary will host the EU twinning project team and will provide the following facilities for RTA, component leaders, and office manager:

- Office space (10 m2 /staff), including functional desk and shelves
- Additional office space for the pool of STEs
- Land lines for national telephone
- WLAN with internet connection for all project team office environment
- Access to training rooms in the beneficiary's premises, including audio-/video-equipment
- Access to meeting rooms in the beneficiary's premises

## **ANNEX TO PROJECT FICHE**

1. The Simplified Logical framework matrix

## Annex 1: Simplified Logframe

| Overall Objective  | Objectively Verifiable Indicators   | Sources of Verification   |  |  |
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| Supporting National Institutional Efforts in Jordan to Enhance Integrity and Corruption Prevention   | <ul style="list-style-type: none"> <li>National institutions possess the skills, expertise, and institutional capacities to fight corruption and prevent it utilizing effective mechanisms and methods that are based on sustainability and partnership</li> </ul>  | <ul style="list-style-type: none"> <li>Review of best practice in EU member States related to fighting and preventing corruption</li> </ul>   |  |  |
| Specific Objectives/Project Purpose  | Objectively Verifiable Indicators   | Sources of Verification   | Risks  | Assumptions  |
| <p>1. Develop and revise national integrity standards in the public sector to guarantee the implementation, compliance with, and activation of these standards with related institutions.</p> <p>2. Enhance the capacities of specialized departments in JIACC in assessing and managing corruption risks in selected sectors.</p> | <ul style="list-style-type: none"> <li>Number of institutions that implemented revised national integrity standards</li> <li>JIACC staff is applying risk assessment and management methods/approaches to MDAs</li> <li>Number of institutions that implemented risk assessment and management methods/approaches (minimum: 2)</li> </ul> | <ul style="list-style-type: none"> <li>Official reports, statistics, studies</li> <li>Project reports and data</li> <li>Interviews with the beneficiary and other target groups</li> <li>Experts mission reports</li> <li>Pre- and post-training surveys measuring knowledge or change in behaviour and perception</li> </ul> | <ul style="list-style-type: none"> <li>The complex bureaucratic governance structure slows implementation down.</li> <li>Lack of responsiveness from partner institutions and stakeholders.</li> </ul> | <ul style="list-style-type: none"> <li>JIACC's board fully adopts the twinning fiche.</li> <li>Amount of resources dedicated for corruption prevention is much less than fighting corruption.</li> <li>JIACC's top management is committed to developing the capacities of its employees.</li> </ul> |

|   | <ul style="list-style-type: none"> <li>Number of institutions that actively request support on risk assessment and management</li> </ul>   | towards corruption.   |   |  |
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| Specific Objectives/Project Purpose   | Objectively Verifiable Indicators  | Sources of Verification   | Risks   | Assumptions  |
| <p><b>Result 1:</b><br/>Methodology for a baseline assessment study for National Integrity Standards is defined to assess and measure its effectiveness and implementation and revised the strategy accordingly</p> | <ul style="list-style-type: none"> <li>Methodology for a baseline survey is developed and JIACC staff is able to apply it.</li> <li>Recommendations on the National Integrity System developed and presented to JIACC's management</li> <li>Application of the baseline survey on the National Integrity System actively supported</li> <li>Number of realistic recommendations implemented</li> </ul> | <ul style="list-style-type: none"> <li>Annual project reports</li> </ul>  | <ul style="list-style-type: none"> <li>Facing difficulties in obtaining objective and reliable information</li> </ul>   | <ul style="list-style-type: none"> <li>JIACC's top management is engaged and supportive of this exercise</li> </ul>      |
| <p><b>Result 2:</b><br/>Enhanced the capacities of specialized JIACC staff and redesigned institutional operations in related departments</p>   | <ul style="list-style-type: none"> <li>JIACC staff is applying the revised National Integrity Standards.</li> <li>The revised national integrity standards are monitored for compliance.</li> <li>JIACC support is actively</li> </ul>   | <ul style="list-style-type: none"> <li>Training courses conducted</li> <li>Annual Project Reports</li> <li>JIACC's decisions related to the activity</li> <li>Pre- and post-</li> </ul> | <ul style="list-style-type: none"> <li>Lack of time available by targeted employees</li> <li>The capacity of targeted departments to absorb the new approach</li> </ul> | <ul style="list-style-type: none"> <li>Targeted JIACC's staff are engaged and interested in capacity building</li> </ul> |

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|   | <p>requested by government entities to implement the National Integrity Standards.</p>   | <p>training surveys measuring knowledge or change in behaviour and perception</p> <ul style="list-style-type: none"> <li>• Number of deviations in compliance measured by JIACC staff.</li> <li>• Number of support requests reaching JIACC.</li> </ul> |  |   |
| <p><b>Result 3:</b><br/>Implementation of the revised National Integrity Standards and the fight against corruption by ensuring better coordination internally and externally, training of selected MDAs</p>  | <ul style="list-style-type: none"> <li>• Active coordination mechanisms have been introduced.</li> <li>• Number of coordination committees held.</li> <li>• Number of MoUs between JIACC and other entities signed and implemented.</li> </ul>         | <ul style="list-style-type: none"> <li>• Annual project reports</li> <li>• Progress reports</li> <li>• Mixed methods M&amp;E reports</li> <li>• Training reports</li> </ul>   | <ul style="list-style-type: none"> <li>• Bureaucratic governance structure in partner institutions slows implementation down</li> </ul>  | <ul style="list-style-type: none"> <li>• Commitment of decision makers in related institutions</li> <li>• Commitment of trainees during the project lifecycle</li> </ul>  |
| <p><b>Result 4:</b><br/>Developed mechanisms (Codes of Conduct, Codes on Conflict of Interest, Regular Awareness Programs) to increase the awareness of public sector, the private sector and civil society organizations in the values of integrity, and ethics, and transparency principles and the risks of corrupt acts</p> | <ul style="list-style-type: none"> <li>• Number of mechanisms implemented.</li> <li>• Number of training sessions that led to concrete implementation steps in government entities.</li> <li>• Number of entities that actively request the</li> </ul> | <ul style="list-style-type: none"> <li>• Developed training mechanisms</li> <li>• Annual Project Reports</li> <li>• Periodic progress reports</li> <li>• Training reports</li> <li>• Official reports</li> </ul>  | <ul style="list-style-type: none"> <li>• Lack of cooperation by private sector and civil society organizations</li> <li>• Lack of sufficient financial appropriations</li> </ul> | <ul style="list-style-type: none"> <li>• JIACC's willingness and support for this topic</li> <li>• Supervisory institutions for private sector and civil society organizations are keen to develop and</li> </ul> |

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|   | support of JIACC to introduce integrity/compliance mechanisms.  | <ul style="list-style-type: none"> <li>• Include training plan in targeted institutions strategic plans.</li> <li>• Number of support requests reaching JIACC.</li> </ul>  |  | implement such mechanisms   |
| <b>Result 5:</b><br>Developed operational manual on assessing and managing corruption risks | <ul style="list-style-type: none"> <li>• Operational manual and methodology disseminated and trained on among public administrations.</li> <li>• Degree to which public administrations show awareness of the manual and the steps needed to implement it.</li> </ul> | <ul style="list-style-type: none"> <li>• The developed manual.</li> <li>• Survey among public administrations.</li> <li>• Annual Progress Report.</li> </ul>   | <ul style="list-style-type: none"> <li>• Delay in issuing the manual</li> </ul>  | <ul style="list-style-type: none"> <li>• JIACC will adopt the manual</li> </ul>   |
| <b>Result 6:</b><br>Implemented the operational manual in two sectors                       | <ul style="list-style-type: none"> <li>• Manual implemented in at least two sectors.</li> </ul>   | <ul style="list-style-type: none"> <li>• Assessment of the implementation arrangements.</li> <li>• Official reports</li> <li>• Implementation decisions</li> <li>• Meeting minutes</li> <li>• Implementation committees</li> </ul> | <ul style="list-style-type: none"> <li>• Bureaucratic decision-making process</li> <li>• Lack of response to evaluation results</li> </ul> | <ul style="list-style-type: none"> <li>• The new concept of risk management will incentivize institutions to take part in the process</li> <li>• Institutions will likely be more keen to participate in the process as this is a prevention mechanism, not a regulatory mechanism</li> </ul> |
| <b>Result 7:</b>  | <ul style="list-style-type: none"> <li>• Number of trained staff</li> </ul>   | <ul style="list-style-type: none"> <li>• Official reports</li> </ul>   | <ul style="list-style-type: none"> <li>• Lack of specialized</li> </ul>  | <ul style="list-style-type: none"> <li>• JIACC's top</li> </ul>   |



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| <p>Enhanced the capacities of a sufficient amount of specialized JIACC staff on assessing and managing corruption risks</p>                                      | <p>including ToT</p> <ul style="list-style-type: none"> <li>• JIACC staff is involved in introducing risk assessment and management to public institutions.</li> <li>• Public institutions actively request JIACC support to roll out risk assessment and management.</li> </ul> | <ul style="list-style-type: none"> <li>• Annual Project Reports</li> <li>• M&amp;E reports</li> <li>• Training reports</li> <li>• Training evaluation reports</li> </ul>   | <p>staff in JIACC</p> <ul style="list-style-type: none"> <li>• Lack of commitment by targeted staff</li> <li>• Lack of available time by JIACC staff to participate in the trainings</li> </ul>          | <p>management is keen on achieving this result</p> <ul style="list-style-type: none"> <li>• The existence of a related department in JIACC to supervise the process</li> </ul>  |
| <p><b>Result 8:</b><br/>Redeveloped tasks, workflows and job descriptions to guarantee the effectiveness of risks management</p>                                 | <ul style="list-style-type: none"> <li>• Risk assessment has become an integral part of job descriptions of JIACC staff</li> <li>• Risk assessment is embedded in the organizational structure and work flows of JIACC</li> </ul>  | <ul style="list-style-type: none"> <li>• Baseline assessment</li> <li>• Annual Project Report (reporting on the baseline)</li> <li>• Assessment of job descriptions, work flows and organizational structures</li> </ul> | <ul style="list-style-type: none"> <li>• Bureaucratic structures at JIACC will take time to absorb and adopt to the newly developed mechanisms</li> </ul>  | <ul style="list-style-type: none"> <li>• JIACC's top management is keen to sustain risks management by adopting new mechanisms</li> </ul>   |
| <p><b>Result 9:</b><br/>Developed skills mapping based on the survey results, identified specializations and prepared an annual training plan linked to them</p> | <ul style="list-style-type: none"> <li>• Training plan developed, timed and budgeted</li> </ul>  | <ul style="list-style-type: none"> <li>• Developed plan</li> <li>• Related decisions made by JIACC</li> <li>• Add the new training entity to JIACC's organizational structure</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Lack of financial appropriations to implement the training plan</li> <li>• The modification of the organizational structure could take a lot of time</li> </ul> | <ul style="list-style-type: none"> <li>• The existence of true desire by JIACC's top management to implement the plan and institutionalize the training process</li> <li>• JIACC will make intensive efforts to realize the goals of this activity</li> </ul> |
| <p><b>Result 10:</b><br/>Provided strategic advice on</p>  | <ul style="list-style-type: none"> <li>• Provided strategic advice to address elements of the</li> </ul>   | <ul style="list-style-type: none"> <li>• Official reports</li> </ul>   | <ul style="list-style-type: none"> <li>• The implementation timeline could</li> </ul>  | <ul style="list-style-type: none"> <li>• JIACC needs strategic advice in</li> </ul>   |

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| <p>implementation of Anti-Corruption Strategy and run related activities (peer-to-peer exchanges)</p> | <p>current strategy of JIACC and to accelerate implementation.</p> <ul style="list-style-type: none"> <li>• Number of projects under the JIACC strategy implemented.</li> </ul> | <ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Strategic advice studies and results</li> <li>• Action plan to develop strategic planning</li> </ul> | <p>extend beyond its allocated time</p> <ul style="list-style-type: none"> <li>• Not assigning appropriate employees to participate in exchanges</li> </ul> | <p>terms of strategic planning</p> <ul style="list-style-type: none"> <li>• Lack of exposure to international best practices</li> <li>• JIACC's desire to review the strategic planning process</li> </ul> |
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