



### **Twinning Fiche**

**Project title:** Support to the Community Peace Centre's efforts to prevent radicalisation leading to violent extremism in Jordan.

**Beneficiary administration:** Community Peace Centre (Special Branch - Public Security Directorate), The Hashemite Kingdom of Jordan

**Twinning Reference:** JO 17 ENI JH 02 20

**Publication notice reference:** EuropeAid/ 169758 /ID/ACT/JO

**EU funded project**

***TWINNING TOOL***

## List of Abbreviations

|      |                                       |
|------|---------------------------------------|
| CPC  | Community Peace Centre                |
| CRCs | Correction and Rehabilitation Centres |
| CT   | Countering Terrorism                  |
| CVE  | Countering Violent Extremism          |
| EU:  | European Union                        |
| FTF  | Foreign Terrorist Fighters            |
| GfP  | Generation for Peace                  |
| GoJ  | Government of Jordan                  |
| M&E  | Monitoring and Evaluation             |
| MoI  | Ministry of Interior                  |
| PSD  | Public Security Directorate           |
| PVE  | Preventing Violent Extremism          |
| SCG  | Search for Common Ground              |
| SCN  | Strong Cities Network                 |
| SOPs | Standard Operating Procedures         |
| STE  | Short-Term Expert                     |
| UNDP | United Nations Development Programme  |
| VE   | Violent Extremism                     |
| VEGs | Violent Extremist Groups              |
| VEI  | Violent Extremist Ideologies          |

## 1. Basic Information

- 1.1 Programme: Support to the Implementation of Partnership Priorities, ENI/2019/411-494, indirect management, with ex-ante control.

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement<sup>1</sup> 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.

- 1.2 Twinning Sector: Justice and Home Affairs.
- 1.3 EU funded budget: 1,000,000 EUR

## 2. Objectives

- 2.1 Overall Objective(s):  
Support the Community Peace Centre (CPC) to strengthen its human and institutional capacity to prevent radicalisation leading to violent extremism in Jordan.

- 2.2 Specific objective:

1. Develop and redesign CPC`s operational framework and enhance its strategic governance to facilitate a coordinated approach and work in alignment and according to standardized procedures;
2. Enhance the national and local capacity of CPC officers to effectively prevent violent radicalisation and counter online recruitment by extremist groups.

- 2.3 Major Strategic Document

- Public Security Directorate Strategy (2019 – 2021);
- CPC Strategy to Countering Violent Extremist Ideologies (2020 – 2022);
- National Action Plan of C/PVE Directorate at the Prime Ministry (not publicly accessible);
- The Jordanian National Action Plan (JONAP) for advancing the implementation of UN Security Council resolution 1325 on Women, Peace and Security (UNSCR 1325);
- Anti-Terrorism Law 2006 and its amendments of 2014.
- The National Strategy for Women (2020-2025)
- The National Youth Strategy (including UNSCR 2250, championed by His Royal Highness, Prince Hussein).

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<sup>1</sup> Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

### **3. Description**

#### **3.1 Background and justification**

##### **Background**

The EU-Jordan Partnership Priorities identify the strengthening of "cooperation on regional stability and security" as one of the priority areas for support. Several actions are currently ongoing, among which a programme on Integrated Border Management aimed at strengthening capacities for law enforcement agencies operating at the borders while mainstreaming respect for the rule of law and protection of human rights.

Violent Extremism continues to be a serious threat to peace and stability all around the globe. Despite its regional proximity to some of the world's most notorious conflicts and geopolitical flashpoints, the Hashemite Kingdom of Jordan has remained a stalwart state in the Middle East. The terrorist attacks in August 2018 in the city of Fuheis, however, have been a reminder that the kingdom is still vulnerable to violent extremist activities. Jordan's exposure to long-standing pressures exerted upon the country by regional instability, the presence of violent extremist groups (VEGs) in neighbouring territories, the influx of Syrian refugees, and domestic socio-economic and political challenges, has created an environment potentially conducive to the emergence and blossoming of violent extremism (VE).

Different sources put the overall number of Jordanian foreign fighters who have engaged in hostilities in Iraq and Syria between 900 and 3,000, with some estimates suggesting an even higher number. Although these estimates are difficult to corroborate, they, however, indicate that a large number of radicalised foreign terrorist fighters (FTF) may return to Jordan. Recent research, which was conducted as part of the EU-funded "Technical Assistance to Support the Government of Jordan's Efforts to Prevent Violent Extremism," confirmed that especially young people are at risk of violent extremism. The youth and adolescences are, thus, among the most vulnerable groups to be recruited by VEGs in Jordan.

Hitherto Jordan's approach has proved to be efficient in reducing the terrorist threat. Notwithstanding, Jordan's geopolitical location makes it extremely fragile to spill overs of regional conflicts and violent extremist activities. Despite the territorial defeat of the so-called Islamic State (*Daesh*), violent extremism and home-grown radicalisation, thus remain a threat to Jordan, particularly in the context of returning FTF. Recently, the Government of Jordan (GoJ) has started to engage with the underlying drivers pushing individuals to join VE groups and to gradually adopt approaches focusing on preventing violent extremism (PVE). As one of its first steps, the Ministry of Interior (MoI) established the Directorate for Combating Extremism and Violence in 2015, seeking to coordinate C/PVE projects initiated by national and international stakeholders in Jordan.

In line with the international shift from countering violent extremism (CVE) to PVE, the Directorate was moved from the MoI to the Ministry of Culture in 2016. In the same year, the Government of Jordan (GoJ), with the support of the United Nations Development Programme (UNDP), drafted a National Strategy to Counter Violent Extremism and Radicalisation. Based on this, the C/PVE Directorate, which was moved to the Prime Ministry

in 2018, developed a National PVE Action Plan based on the “whole society” approach (still to be released).

In addition, the Public Security Directorate (PSD) established the Community Peace Centre (CPC) in 2015. In line with Strategic Objective 4 of PSD’s National Strategy (2019 – 2021), which stipulates the fight against all forms of violent ideation, the CPC is mandated to counter and prevent violent extremist ideologies and online recruitment. The CPC Strategy to Countering Violent Extremist Ideologies (2020 – 2022), thus, defines countering all forms of violent extremism and increasing resilience of society against the threats of extremist ideologies as its overall objective. To fulfil this goal, CPC focuses mainly on interventions at the primary and secondary prevention level.

### **Justification**

Given the dynamic VE landscape, the CPC seeks to enhance its PVE expertise and capacities. To be able to fulfil its mandate effectively, the CPC needs assistance to strengthen its institutional framework and strategic planning. Beside a coordinated approach and standardised procedures, the implementation of PVE programming requires specialized practitioners that are able to address and prevent the VE phenomena in an effective manner. Building on its existing training programmes, the CPC aims at enhancing the expertise and skills of its officers by providing specialised trainings and by qualifying them to engage with multiple stakeholders. Moreover, and in order to be able to measure the impact of its PVE programmes, the CPC seeks assistance to develop its monitoring and evaluation (M&E) system to be able to make informed decisions about programmes, based on the demonstrable success or failure of its PVE approaches.

### **3.2 Ongoing reforms**

The Government of Jordan’s approach to reforms and policies in the security sector are included in the over-arching national strategies: the National Strategy for 2030 and the National Vision and Strategy 2025.

Today, the Public Security Directorate is undergoing a comprehensive reform process. In December 2019, King Abdullah II directed the government to take the necessary legislative and administrative measures for the merger of the Gendarmerie and the Civil Defence departments into the Public Security Department. The aim of the still ongoing reform process is to enhance security coordination, improve the quality of services provided to citizens, and mitigate the burden on the public budget. Currently, PSD is revising its administrative and organisational structure to integrate both departments into the PSD structure.

Equally relevant is the substantial judicial reform process that Jordan has undergone in recent years. In October 2016, the Royal Committee for Developing the Judiciary and Enhancing the Rule of Law was commissioned by King Abdullah II to review the institutional and legislative barriers affecting rule of law in Jordan. Based on the recommendations of the Royal Committee the GoJ has launched efforts to enhance the criminal justice chain and modernize criminal justice proceedings, ensure fair trial and increase detention standards. These endeavours are also reflected in the Criminal Justice Strategy 2018-2020, which envisions an efficient criminal justice system that corresponds with international human rights standards.

The European Union (EU) has supported security sector and justice reforms in Jordan as part of their enlargement and neighbourhood policies since 2012.

The Comprehensive National Plan for Human Rights 2016-2025 is also important. The plan is based on the principle that requirements to safeguard national security should not contradict human rights and must be in line with international standards. Moreover, Jordan has also developed a National Action Plan for the Implementation of UN Security Council resolution 1325 on Women, Peace and Security 2018 – 2021 (JONAP). JONAP focuses on the participation of women in conflict prevention, peacekeeping, prevention of violent extremism and gender-based violence.

Currently, the PSD does not have a publicly accessible National PVE Strategy. The National Action Plan for the Prevention of Violent Extremism, which was developed by the C/PVE Department, is classified as confidential. To date the National Action Plan has not been made publicly.

### **3.3 Linked activities**

Currently, no international donor is supporting CPC's PVE activities. However, several national and international donors are engaged in the PVE sector and launched initiatives and projects in Jordan. This includes mainly the following stakeholders:

From 2016 until mid-2018, the EU funded a comprehensive project providing "Technical Assistance to Support the Government of Jordan's Effort to Prevent Violent Extremism." The project followed two purposes: first, support the GoJ to gain an actionable understanding of the drivers of VE. Secondly, enhance the GoJ's capacity to prevent violent extremism, including assistance related to the rehabilitation of detained juveniles and the initiation of social communication and awareness raising programmes.

An EU funded project on the Prevention of Violent Extremism through Youth Empowerment in Jordan (implemented by UNESCO) just ended. The project aimed to strengthen the positive role of young women and men in PVE to build lasting peace. In so doing, the project empowered young people to become change-makers in their communities to prevent violent extremism.

Furthermore there are several EU funded regional activities focussed on preventing and countering terrorism, namely the regional Interpol Sharaka project on "Tackling terrorism in the Middle East and North Africa" and the most recent regional counter-terrorism programme carried out by the EU Agency for Law Enforcement Training (CEPOL) on "Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa". Other programmes such as CT Mena, EuroMed Police and EuroMed Justice have also capacity building activities targeting law enforcement agents and judges.

Since 2015, UNDP's engagement in P/CVE covers three tracks: Public Policy, including support to C/PVE Directorate, civil society involvement, and wider community engagement. With regards to public policy, UNDP has supported the development of a national action plan on PVE and provided trainings for line ministry staff. On the civil society part, a platform for knowledge exchange was set up. Finally, UNDP has delivered training courses on PVE-related topics across five governorates.

Generation for Peace's (GfP) current PVE engagement focuses on strengthening resilience of youth and children by assisting young people to develop positive alternatives to VE, by

empowering them to create narratives that focus on positive peer-group role models, and by fostering life skills development.

As part of its PVE engagement in Jordan Search for Common Ground (SCG) is implementing the Tourathna (Our Shared Heritage) project. Thourathna aims at increasing mutual respect among religious communities in Jordan. SFG also facilitated a series of 10 governorate-level dialogues and initiated the Youth Civic Empowerment project to capacitate young people in the production of innovative youth-led TV content, promoting civic participation. With the support of the EU, SCG in partnership with Hedayah developed a CVE training manual.

The Strong Cities Network (SCN), set up by the Ministry of Foreign Affairs of Denmark and currently funded by the Embassy of the Kingdom of the Netherlands, focuses on PVE through the establishment of municipal-led Local Prevention Networks (LPNs). The work focuses on three Jordanian municipalities, including Al-Karak, Irbid, and Zarqa and supports these to develop sustainable grassroots infrastructure to deliver effective prevention initiatives.

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

- Programming of the European Neighbourhood Instrument (ENI) - 2014-2020 - Single Support Framework for EU support to Jordan (2017-2020)
- EU-Jordan Partnership Priorities JOIN(2016) 41 final ANNEX 1
- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions Preventing Radicalisation to Terrorism and Violent Extremism: Strengthening the EU's Response, COM(2013) 941.
- Council, Revised EU Strategy for Combating Radicalisation and Recruitment to Terrorism, 9956/14

### **3.5 Results and activities**

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

The project consists of 3 components with 5 results in total:

#### **Component 1: Capacity Development at national and local level**

- Result 1: Standard institutional operations developed, with the following sub-results:
  - 1.1 An actionable strategy and a time-bound and technically feasible action plan is developed and implemented;
  - 1.2: Standardised operating procedures formalised and adopted;
  - 1.3: Internal coordination and governance of CPC departments improved;
- Result 2: Capacity Building on PVE approaches for CPC officers, with the following sub-results:
  - 2.1 Capacity building for CPC officers on designing and implementing socially inclusive, gender sensitive, and human rights compliant PVE programmes to strengthen resilience of vulnerable social groups against violent extremist ideologies and online recruitment;
  - 2.2: Capacity of CPC officers to operate within CPC's decentralised structure to strengthen collaboration with local authorities and communities enhanced.

## **Component 2: Media and Communication**

- Result 3: A strategic and gender-sensitive media and communication strategy developed and implemented, targeting youth and young adolescence;
- Result 4: CPC officers skilled in strategic communication and capacitated to use modern multi-media technologies to respond to online propaganda of VEGs.

## **Component 3: Monitoring and Evaluation System**

- Result 5: CPC officers capacitated in the use of effective M&E methodologies and techniques to measure the impact of P/CVE programmes.

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

The project will be implemented in the form of a Twinning contract between the Beneficiary Country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities, Component Leaders (CL) and pool of short-term experts within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all areas included in the project description.

Proposals submitted by Member State shall be concise and focused on the strategy and methodology and an indicative timetable underpinning this, the administrative model suggested, the quality of the expertise to be mobilised and clearly show the administrative structure and capacity of the Member State entities. Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

**The interested Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA), as well as the CVs of the potentially designated Component Leaders-(CLs).**

The Twinning project will be implemented by close co-operation between the partners aiming to achieve the mandatory results in sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plan every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely inter-linked and need to be sequenced accordingly.

#### **3.6.1 Profile and tasks of the PL:**

##### **Task:**

- A high-ranking Member State official or assimilated agent who directs the implementation of the EU Twinning project and formally sign all work plan(s) and or/ any updates of these.
- Overall coordination and managing of the 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
- 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:**

- University degree in a professional discipline related to law, security studies, Political Science, sociology, criminology, and or/ other equivalent discipline is required or equivalent professional experience of 8 years in relevant sector.

**General Experience:**

- Civil servant and high-ranking official in a law enforcement, and/or intelligence, security or diplomacy with a minimum of 3 years' experience in a leading position in a profession related to security, CT, criminology, criminal justice, and /or other related discipline, additional experience will be considered as an asset.

**Specific Experience:**

- At least 3 years' experience in prevention and/ or counter radicalization and violent extremism, and/or CT programmes. Additional professional experience will be considered as an asset.

**Language skills:**

- Working level of English.
- Knowledge of Arabic would be an asset

**3.6.2 Profile and tasks of the RTA:**

**Task:**

Resident Twinning Adviser being an official or assimilated agent from a Member State public or semi-public administration or accepted mandated body seconded to the beneficiary country 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);
- Networking with institutions relevant to this project in Jordan and in MS;

**Education:**

- University degree in a professional discipline related to law, criminology, security studies, Political Science, sociology, and or/ other equivalent discipline is required, or equivalent professional experience of 8 years.

**General Experience:**

- At least 3 years of professional experience in law enforcement and/or intelligence, and or security diplomacy of an EU Member State;
- Proven experience in leading and managing international multi-disciplinary teams;
- Ability to think and plan strategically and advance the project's objectives;

**Specific Experience:**

- At least 3 years' operational experience in C/PVE and/or CT, with sound knowledge of EU C/PVE programming landscape;
- Deep theoretical knowledge and practical experience on the subject matter with a focus on the MENA region.

**Language skills:**

- Excellent level of English.
- Knowledge of Arabic would be an asset

**3.6.3 Profile and tasks of Component Leaders:**Leader of Component 1: Capacity Development at National and Local levels**Task:**

- Expert in charge of reviewing and revising existing strategy and draft an operational action plan, including performance measurement indicators;
- Expert in charge of developing an appropriate operational framework, including necessary procedures, Standard Operating Procedures (SOPs) for the Centre and detailed description of professional functions.

**Education:**

- University degree in public administration, public policy, organisation development, development studies, economics, or a related discipline is required or equivalent relevant professional experience of 8 years.

**General Experience:**

- At least 3 years' experience in the areas of public organizational development and capacity development, revision and design of public sector work and strategic plans;
- Experience in strategic planning for public sector and /or for law enforcement agencies;
- Target oriented team player;
- Experience in public cost analysis would be an asset.

**Specific Experience:**

- Proven work experience in institutional capacity development for a C/PVE or CT public unit;
- Solid knowledge how to organise and structure a C/PVE and/or CT unit;
- Solid knowledge of international organisation development tools such as Regulatory Impact Analysis, public consultation, standard cost models, and so forth.;
- Working experience in an Arabic country would be an asset.

**Language skills:**

- A very good level of English is a must.
- Knowledge of Arabic would be an asset

Component 1: Capacity building expert**Task:**

- Expert responsible for the specific output in the area of capacity building; in particular in charge of designing and coordinating training programmes;

**Education:**

- University degree in law, security studies Political Science, development studies, conflict and peace studies, economy, business administration or any other related issue or equivalent qualifications or equivalent relevant professional experience of 8 years.

**General Experience:**

- Proven experience in managing and providing trainings to target beneficiaries;
- Proven ability to use modern training approaches;
- Good moderation, facilitation and training skills;
- Coordination and communication skills.

**Specific Experience:**

- At least 3 years of experience in developing and delivering specialized trainings to law enforcement professionals with substance-matter expertise on counter-radicalization in a context of violent extremism and counter-terrorism;
- Deep theoretical knowledge and practical experience on the subject matter with a focus on the MENA region;
- Good knowledge on PVE training approaches of EU Member States, especially training programmes for law enforcement officers;
- Knowledge of Jordan's dynamics and contextual developments with respect to violent extremism and radicalisation is an asset;

**Language skills:**

- A very good level of English is a must.
- Knowledge of Arabic language would be an asset

## Leader of Component 2: Media and Communication

### **Task:**

- Expert responsible for reviewing and further developing a strategic and gender-sensitive media and communication strategy;
- Expert in charge of planning and coordinating capacity building activities on strategic communication in PVE.

### **Education:**

- University degree or equivalent education in media relations, public relations, journalism, or any other discipline relevant to this assignment is required or equivalent professional experience of 8 years.

### **General Experience:**

- A minimum of 3 years' experience in the field of communication and/ or public relation;
- Interpersonal written and verbal communication skills;
- Problem-solving and organizational skills;
- Knowledge of spreadsheet, word processing, and multimedia software;
- At least one-year experience of branding, art and design, conceptualisation of message into audio and visual platforms;
- Solid analytical capability as well as drafting and reporting skills.

### **Specific Experience:**

- At least 3 years of experience in awareness raising campaigning in the PVE sector;
- At least 2 years of practical experience in implementing PVE related media projects;
- At least 2 years of working experience in the field of communication, broadcast, offline and online media, as well as social media;
- Deep theoretical knowledge and practical experience on the subject matter with a focus on the MENA region;
- Training experience will be considered as an asset.

### **Language skills:**

- Excellent level of English is a must;
- Knowledge of Arabic would be an asset

## Leader of Component 3: Monitoring and Evaluation System

### **Task:**

- Expert responsible for reviewing existing M&E approach and developing a performance monitoring plan and evaluation system with relevant data collection tools;
- Expert serves as the project's focal point for M&E and provides guidance to beneficiary
- Expert in charge for developing and implementing capacity-building on M&E.

**Education:**

- University degree or equivalent education in development studies, conflict and peace studies, international relations, Political Science, economics, statistics, or any other discipline relevant to this assignment or equivalent relevant professional experience of 8 years.

**General Experience:**

- A minimum of 3 years of professional experience in an M&E position, responsible for implementing M&E activities and gender mainstreaming in development projects at national and international level.
- At least 3 years' experience of work on results-based management, review and/or evaluation, including in gender data collection and analysis;
- Knowledge of the major evaluation methodologies (e.g. qualitative, quantitative, mixed-method, and impact) and data collection and analysis methodologies;
- Experience with data quality assessments and oversight.

**Specific Experience:**

- Solid experience in monitoring and producing high-quality report of conflict prevention/ peace building/ de-radicalization/ countering violent extremism projects;
- Sound knowledge on impact and result-based assessment of C/PVE programming;
- Excellent analytical skill and advance computer skills, knowledge of spreadsheet and database packages.

**Language skills:**

- A good level of English is a must;
- Knowledge of Arabic would be an asset

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

In close cooperation with the component leaders and upon request of the RTA, short-term experts (STE) will support specific aspects of the PVE project in Jordan. In so doing, the STE are expected to maintain close cooperation with the Jordanian experts in undertaking all activities, to advance preparation and get familiarized with relevant documentation.

The expertise provided by short-term experts shall include but is not limited to the areas of preventing and countering violent extremism in Jordan, counter- and alternative narratives against VE propaganda, youth empowerment against VE and radicalisation, human rights advocacy among security-related professionals and law enforcement, information operations/psychological operations; security diplomacy, social work and community advocacy, high risk ethnography, training needs assessment, training curricula development, train the trainers, multi-agency cooperation and collaboration with local communities, countering terrorist recruitment methods, role of social media, and intelligence-led security activity.

Requirements:

- At least university level education or equivalent professional experience of 7 years in law enforcement and/or public administration;
- 3 years of experience in development and implementation of C/PVE development projects with a strong focus on soft approaches;
- Working level of English language;
- Computer literacy;
- Proven contractual relation to public administration or mandated body, as defined under Twinning Manual 5.4.5.

## **4. Budget**

Maximum Budget available for the Grant is EUR 1,000,000 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

P.O. Box 555 Amman, 11118 Jordan

Fax: 00 962 6 4611669

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## 5.2 Institutional framework

The Community Peace Center was founded in 2015 as part of the Special Branch of the Public Security Department, with the mandate to prevent and counter violent extremist ideologies and online recruitment. In line with Strategic Objective 4 of PSD's National Strategy (2019 – 2021), the CPC pursues the goal to combat all forms of violent extremism and increase resilience of society against violent extremist ideologies. For this larger purpose, the CPC pursues eight specific objectives, determined in the CPC Strategy to Countering Violent Extremist Ideologies (2020 – 2022):

1. Counter all forms of violent extremism and strengthen the resilience of society against the dangers and risks of VE;
2. Deliver educational and awareness raising lectures on violent extremist ideologies in public and private schools and universities;
3. Raise awareness among families and women on the dangers of violent extremist ideologies and sensitise for early signs detection of violent radicalisation among children;
4. Counter violent extremism and promote the concepts of loyalty, allegiance and good citizenship among ministerial and governmental employees;
5. Give courses, lectures and workshops to strengthen resilience of PSD officers and different societal groups;
6. Counter all forms of VE and strengthen resilience of society through the use of media and the Internet;
7. Provide educational lectures to officers of different PSD Departments;
8. Participate in the fight against VEs ideologies on local and international level.

To pursue these objectives, CPC opts for a threefold approach: 1) awareness raising for societal groups and security agencies, 2) media campaigns and communication initiatives, and 3) deradicalization and social rehabilitation programmes in Correction and Rehabilitation Centres. In so doing, the CPC seeks to cover a continuum of prevention from the general population (primary prevention), to vulnerable individuals (secondary prevention), to individuals becoming (or already) violently radicalized (tertiary prevention).

The formal organisational structure of Community Peace Centre is composed of three departments. The Department of Media and Preventive Dialogue grounds its work on the CPC Media Strategy (2020 - 2022), which aims at disseminating counter and alternative messages by using multiple online and offline media outlets, as well as through the established hotline. The Department of De-radicalisation and (Intellectual) Dialogue is mainly in charge for drafting and implementing interventions targeting the tertiary prevention level. The Department of Studies and Development of Counter- and Alternative Narratives focusses on developing counter and alternative messages. In total 20 officers are employed in the Community Peace Center, of whom which 10 officers are certified trainers.

### 5.3 Counterparts in the Beneficiary administration:

#### 5.3.1 Contact person:

First Lieutenant Khalil Alsagarat

Special Branch – PSD International Cooperation Department

Email: [Khalil.alsagarat@psd.gov.jo](mailto:Khalil.alsagarat@psd.gov.jo)

Phone: 00962-79-5964440

#### 5.3.2 PL counterpart

Colonel Ahmad Alghwari

Director of Special Branch

Special Branch - PSD

Email: [SB.Manager@psd.gov.jo](mailto:SB.Manager@psd.gov.jo)

#### 5.3.3 RTA counterpart

Captain Husam Albakkar

PSD Special Branch – Community Peace Centre

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Phone: 00962-79-1443934

## 6. **Duration of the project**

18 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 the CPC 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, PVE soft approaches, monitoring and evaluation:

- The needs assessment of the CPC, which has been conducted prior the formulation of this fiche, illustrated that CPC needs assistance to strengthen its operational and institutional governance framework to be able to improve its performance and better measure the impact of its PVE programmes. The institutional capacity development component foreseen as part of the Twinning project is supposed to serve as a tool to support sustainable operations.
- The needs and gap assessment also showed that the CPC staff lacks knowledge in specific PVE-related training themes; they lack nuanced expertise on effective PVE interventions of the primary and secondary level, as well as modern and interactive training methodologies. Since these are critical to the CPC work because they constitute the core of the centre's mandate, these issues will be developed in cooperation with CPC in order to transfer and institutionalize the knowledge and expertise.
- Furthermore, a monitoring and evaluation system will be developed and implemented in close cooperation with CPC. By ensuring for its appropriateness in the CPC-context, the M&E system is supposed to sustain and be used after the Twinning Project activities were accomplished.
- Finally, it is expected that this project by its nature will inspire CPC to adopt EU good practice, adapt relevant ideas and mechanisms in the light of Jordan's situation, and improve CPCs efforts to prevent and counter violent extremism. It is assumed that the support of this twinning is very practical and thus evident for CPC's development efforts.

At the end of the project the Community Peace Centre will be in the position to master and to perform the necessary tasks independently with no assistance. The project will lead to improved institutional framework, enhanced training programmes, and efficient impact measurement tools. The Project will provide appropriate development strategies and action plans to enable the Community Peace Centre to progress its PVE mandate more effectively.

## **9. Crosscutting issues**

This project will ensure equal treatment and opportunity to all persons of interest regardless of their gender, age, race, colour, disability, religious view, ethnicity, marital status, and social classes, as guaranteed in the constitution of the Hashemite Kingdom

of Jordan. Moreover, the project pursues a “do-no-harm” approach and avoids activities that could have adverse effect or impact on the environment.

#### **10. Conditionality and sequencing**

This project will be implemented through a twinning arrangement. Consequently, the CPC 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 CPC and PSD 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**

- A strategic plan and a time-bound, milestone-oriented action plan designed and implemented;
- Standardised Operating Procedures (SOPs) and detailed job descriptions developed and put in place;
- Training plans and work manuals drafted and used for specialised PVE trainings;
- Number of CPC officers underwent the capacity building programme;
- Manual with guidelines on designing and implementing socially inclusive, gender sensitive, and human rights compliant PVE strategies and outreach activities drafted and trained on;
- Communication and Media strategy and implementation plan developed and executed;
- Number of CPC officers underwent specialised trainings on strategic communication in PVE;
- Manual on strategic PVE communication designed and implemented;
- A monitoring and evaluation system established and used to evaluate impact of CPC interventions.

For a detailed description of indicators for performance measurement, please refer to the Logical Framework Matrix, Annex 1

#### **12. Facilities available**

The beneficiary will host the EU twinning project team and will provide the following facilities for RTA, RTA Assistant and other EU MS experts:

- Office space (10 m<sup>2</sup> /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

| Overall objective  | Objectively verifiable indicators   | Sources of Verification   |  |  |
|--|---|---|--|--|
| Support the Community Peace Centre (CPC) to strengthen its human and institutional capacity to prevent radicalisation leading to violent extremism in Jordan.  | CPC established an effective impact measurement tool, increased the number of specialized PVE trainings delivered to law enforcement staff, and improved the quality of its outreach and communication activities on the primary and secondary prevention level by adopting target-oriented strategies and good practices from EU MS.   | <ul style="list-style-type: none"> <li>Official and twinning project mission reports</li> <li>Statistics and surveys</li> <li>(Impact) assessment reports</li> </ul>  |  |  |
| Specific objectives / Project purpose  | Objectively verifiable indicators   | Sources of Verification   | Risks  | Assumptions  |
| <ol style="list-style-type: none"> <li>Develop and redesign CPC`s operational framework and enhance its strategic governance to facilitate a coordinated approach and work in alignment and according to standardized procedures</li> <li>Enhance the national and local capacity of CPC officers to effectively prevent violent radicalisation and counter online recruitment by extremist groups.</li> </ol> | <p><b>SO1:</b></p> <ul style="list-style-type: none"> <li>Standardised Operating Procedures (SOPs) put in place</li> <li>Strategy revised and action plan developed and implemented</li> <li>Communication and Media strategy and implementation plan developed and executed</li> <li>A monitoring and evaluation system for PVE programmes established</li> </ul> <p><b>SO2:</b></p> <ul style="list-style-type: none"> <li>Number of CPC officers underwent PVE capacity building programme</li> <li>Number of CPC officers trained in strategic communication and ICT tools used in the VE prevention work</li> <li>Number of CPC officers skilled to apply appropriate monitoring and evaluation methodologies</li> </ul> | <ul style="list-style-type: none"> <li>Revised CPC Strategy and developed action plan</li> <li>Developed SOPs</li> <li>Communication and Media Strategy and Action Plan</li> <li>CPC internal reports</li> <li>Project Progress Report</li> <li>Training reports</li> <li>Twinning project review mission report.</li> <li>Expert mission report</li> </ul> | <ul style="list-style-type: none"> <li>Given the complexity of decision making within the PSD organisational structure, there is a risk of slow decision making on required institutional adaptations.</li> <li>Insufficient understanding of the necessity for institutional changes and lack of responsiveness from beneficiary</li> <li>Significant fluctuation of trained CPC personnel and changes in management</li> <li>Targeted CPC officers lack the time to undergo training programmes</li> </ul> | <ul style="list-style-type: none"> <li>Government of Jordan and the Public Security Directorate continue to support reforms in the security sector</li> <li>CPC and its superordinate hierarchy level (Special Branch) fully adopt the twinning fiche.</li> <li>CPC and Special Branch Department`s senior management are committed to developing the capacities of its officers.</li> <li>PSD and its top management foster the implementation of soft approaches to PVE</li> </ul> |
| Results  | Objectively verifiable indicators   | Sources of Verification   | Risks  | Assumptions  |
|  |   |   |  |  |
| <u>Result 1:</u><br>Standard Institutional Operations developed  | <ul style="list-style-type: none"> <li>Actionable Strategy and Action Plan developed and approved</li> <li>Standard Operating Procedures developed and formally adopted</li> <li>Assessment evaluating the establishment of standardised processes in compliance with developed SOPs and strategy.</li> </ul>   | <ul style="list-style-type: none"> <li>CPC internal reports</li> <li>Assessment of the implementation of standardised procedures</li> <li>Project reports and data</li> <li>Expert mission reports</li> </ul>   | <ul style="list-style-type: none"> <li>The bureaucratic governance structure slows down adaptation of changes and implementation.</li> <li>Lack of responsiveness from beneficiary institutions</li> </ul>   | <ul style="list-style-type: none"> <li>CPC and its superordinate hierarchy level (Special Branch) fully committed to the revised strategy, action plan and the drafted SOPs and willing to institutionalize job descriptions for officers</li> <li>Willingness and readiness of CPC and Special Branch to improve CPC`s internal governance structure</li> <li>CPC and Special Branch adopt the recommendations and the strategic advice provided by Twinning Project</li> </ul>     |
| <u>Sub-Result 1.1:</u> An actionable strategy and a time-bound and technically feasible action plan developed and implemented  | <p>Sub-Result 1.1</p> <ol style="list-style-type: none"> <li>Designed strategic plan put in place, including a vision and mission statement, quantifiable benchmarks and measurable key performing indicators</li> <li>Drafted milestones-oriented action plan with a detailed work programme (including list of activities and timeframe for start-up, duration, and completion of activities) and respective budget (currently CPC does not have an action plan to execute the objectives defined in the strategy)</li> </ol>   | <ul style="list-style-type: none"> <li>Drafted Strategic Plan</li> <li>Designed Action Plan</li> <li>CPC`s official approvals of new strategy and action plan</li> <li>CPC internal reports</li> <li>Projects reports and data</li> <li>Expert mission report</li> </ul>  | <ul style="list-style-type: none"> <li>Insufficient amount of resources dedicated for executing the revised strategy and activities foreseen in the action plan</li> <li>Beneficiary not fully committed to revised strategy and activities foreseen in the action plan</li> <li>Lack of beneficiary`s ownership</li> <li>Strategy and action plan exist mainly on paper and are not implemented</li> </ul>  |  |
| <u>Sub-Result 1.2:</u> Standard Operating Procedures formalised and adopted  | <p>Sub-Result 1.2</p> <ol style="list-style-type: none"> <li>Drafted Standard Operating Procedures (SOPs) documenting the tasks and internal processes that must</li> </ol>   | <ul style="list-style-type: none"> <li>Drafted SOPs</li> <li>Drafted job description statements</li> <li>Project report and data</li> </ul>   | <ul style="list-style-type: none"> <li>Insufficient understanding of relevance for standardised procedures and documented job</li> </ul>   |  |

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|   | <p>be completed and complied with by each CPC department (currently no written instructions available)</p> <p>2) Developed job description statement outlining duties and responsibilities, as well as qualifications required to obtain a certain professional function within CPC</p>  | <ul style="list-style-type: none"> <li>• Expert mission report</li> <li>• CPC's official approval of SOPs and job descriptions and implementation decision</li> </ul>  | <p>descriptions</p> <ul style="list-style-type: none"> <li>• Lack of commitment to implement and comply to SOPs</li> <li>• Professional functions are not consistent with qualification of appointed officers</li> </ul>   |  |
| <u>Sub-Result 1.3</u> Internal coordination and governance of CPC Departments improved  | <p>Sub-Result 1.3</p> <p>1) Developed and implemented internal coordination procedures and guidelines, as well as standardised communication channels (as part of the strategy)</p> <p>2) Drafted coherent and integrated PVE approaches through the involvement of all department in the revision of strategy and development of action plan.</p>   | <ul style="list-style-type: none"> <li>• Drafted coordination and communication guidelines</li> <li>• Evaluation of the establishment of standardised processes in compliance with developed SOPs and strategy</li> <li>• Project reports and data</li> <li>• Expert mission reports</li> <li>• Progress Reports</li> </ul>  | <ul style="list-style-type: none"> <li>• Officers not fully adhering to newly developed guidelines and communication procedures</li> <li>• Recurrent change of CPC management and lack of continuity</li> </ul>  |  |
| <b>Result 2</b>   |  |  |  |  |
| <u>Result 2</u><br>Capacity Building on PVE approaches for CPC officers   | <ul style="list-style-type: none"> <li>• Implemented capacity building programme on approaches to strengthen resilience of vulnerable social groups against violent extremism</li> <li>• Implemented capacity building programme on design of socially inclusive, gender sensitive, and human rights compliant PVE programmes</li> <li>• Number of engagement activities at the primary and secondary intervention level developed and implemented</li> </ul>  | <ul style="list-style-type: none"> <li>• Training curricula, material and documents</li> <li>• Training assessment reports</li> <li>• Experts mission reports</li> <li>• Evaluation sheets</li> </ul>  | <ul style="list-style-type: none"> <li>• Targeted CPC officers lack the time to participate in training programmes</li> <li>• The capacity of targeted departments to absorb the new strategies approach</li> <li>• Officers not fully convinced of new outreach approach and engagement activities</li> </ul> | <ul style="list-style-type: none"> <li>• CPC and Special Branch fully committed to build up PVE capacity of law enforcement officers</li> <li>• CPC willing to adopt good practices for developing PVE strategies and target-oriented outreach activities</li> <li>• CPC interested and willing to learn from good practices of EU MS</li> <li>• Collaboration with EU partner institution inspires CPC to adopt new and improved concepts</li> <li>• CPC is keen to sustain soft approaches to PVE</li> </ul> |
| <u>Sub-Result 2.1:</u> Capacity building for CPC officers on designing and implementing socially inclusive, gender sensitive, and human rights compliant PVE programmes to strengthen resilience of vulnerable social groups against violent extremist ideologies and online recruitment. | <p>1) Manual with guidelines on designing and implementing socially inclusive, gender sensitive, and human rights compliant PVE strategies and outreach activities to prevent and respond to radicalization leading to violent extremism</p> <p>2) Drafted training manual and curricula for specialised trainings on approaches to strengthen resilience against violent extremist ideologies and online recruitment</p> <p>3) At least 2 workshop sessions on designing appropriate PVE programmes, based on manual with guidelines on designing appropriate PVE outreach activities</p> <p>4) 100% of CPC officers received a specialised PVE training, based on drafted training manual.</p> <p>5) At least 4 training sessions delivered to law enforcement officers of PSD departments concerned with CT/PVE.</p> <p>6) At least 1 engagement activity at primary prevention level developed and implemented</p> <p>7) At least 1 engagement activity at secondary prevention level drafted and implemented.</p> | <ul style="list-style-type: none"> <li>• Manual with guidelines for soft approaches</li> <li>• Training curricula and manual</li> <li>• Training material and report</li> <li>• Reports about engagement activities</li> <li>• Experts mission reports</li> <li>• Participation list</li> <li>• Evaluation sheets</li> </ul> | <ul style="list-style-type: none"> <li>• Lack of commitment by nominated trainees</li> <li>• Not assigning appropriate officers to participate in training</li> </ul>  |  |
| <u>Sub-Result 2.2:</u> Capacity of CPC officers to operate within CPC's decentralised structure to strengthen collaboration with local authorities and communities enhanced.  | <p>1) Developed training manual and curricula on PVE engagement of law enforcement at grassroots level</p> <p>2) 100% of CPC officers engaged in PVE on grassroots level underwent at least one basic and one specialised PVE training session</p>   | <ul style="list-style-type: none"> <li>• Expert mission reports</li> <li>• Training curricula</li> <li>• Twinning project training reports</li> <li>• Participation list</li> <li>• Evaluation sheets</li> </ul>   |  |  |

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| <p><b>Result 3:</b><br/>A strategic and gender-sensitive media and communication strategy developed and implemented, targeting youth and young adolescence</p>              | <p>1) Communication Strategy is revised and includes:</p> <ul style="list-style-type: none"> <li>○ Target group-oriented and gender-sensitive communication approaches</li> <li>○ Multi-media approach</li> <li>○ Good practices from EU MS</li> <li>○ Elaborated budget for implementation</li> </ul> <p>2) Communication Action Plan for implementation, including CPC website and other social media accounts</p> | <ul style="list-style-type: none"> <li>● Communication strategy document</li> <li>● Communication implementation action plan</li> <li>● Project reports</li> <li>● Expert mission report</li> <li>● CPC's official approval of new strategy and action plan</li> </ul>          | <ul style="list-style-type: none"> <li>● Lack of financial and human resources to execute the communication strategy and the action plan</li> <li>● Ineffective communication between CPC and project team</li> </ul>   | <ul style="list-style-type: none"> <li>● Experience from partner institutions in the EU is taken into consideration</li> <li>● Communication strategy will take all aspects into account relevant for supporting effective PVE media approaches</li> <li>● Sufficient amount of resources dedicated for executing the revised media strategy.</li> <li>● Collaboration with EU partner institution will inspire CPC to adopt new and improved concepts</li> </ul> |
|   |  |   |   |   |
| <p><b>Result 4:</b><br/>CPC officers skilled in strategic communication and capacitated to use modern multi-media technologies to respond to online propaganda of VEGs.</p> | <p>1) 100% of CPC officers operating in the Media department received a training on strategic communication in PVE</p> <p>2) 100% of CPC officers operating in the Media department received a training on utilizing modern communication technologies to respond to propaganda of VEGs</p> <p>3) Manual on strategic PVE communication developed and implemented</p>  | <ul style="list-style-type: none"> <li>● Project reports</li> <li>● Training assessment report</li> <li>● Manual on strategic PVE communication</li> <li>● Participation list</li> <li>● Evaluation sheets</li> </ul>   | <ul style="list-style-type: none"> <li>● Lack of time available to targeted officers</li> <li>● The capacity to absorb the new approaches</li> <li>● Not assigning appropriate officers to participate in training</li> <li>● Lack of commitment by nominated trainees</li> </ul> | <ul style="list-style-type: none"> <li>● Collaboration with EU partner institution will inspire CPC to adopt new and improved concepts</li> <li>● CPC and its superordinate hierarchy level (Special Branch) fully committed to build up communication capacity of law enforcement officers</li> </ul>  |
|   |  |   |   |   |
| <p><b>Result 5:</b><br/>CPC officers capacitated in the use of effective M&amp;E methodologies and techniques to measure the impact of P/CVE programmes.</p>                | <p>1) Monitoring and evaluation methodology to measure impact of interventions is designed and applied</p> <p>2) 100% of CPC officers in charge of monitoring and evaluation skilled to use the M&amp;E tool</p>   | <ul style="list-style-type: none"> <li>● M&amp;E system</li> <li>● Project Report</li> <li>● Expert mission report</li> <li>● Twinning project progress reportt</li> <li>● Participation list</li> <li>● Evaluation sheets</li> <li>● CPC approval of M&amp;E system</li> </ul> | <ul style="list-style-type: none"> <li>● Twinning project team face difficulties in obtaining reliable information and data</li> <li>● Lack of gender disaggregated data</li> </ul>   | <ul style="list-style-type: none"> <li>● Experience from partner institutions in the EU is taken into consideration</li> <li>● CPC will make intensive efforts to adopt and apply the impact assessment tool</li> <li>● Collaboration with EU partner institution will inspire CPC to adopt new and improved concepts</li> </ul>  |