



ANNEX C1: Twinning Fiche

Project title: Support to the Public Security Directorate to Fight Against Organised Crime

Beneficiary administration: Public Security Directorate in the Hashemite Kingdom of Jordan

Twining Reference: JO 22 NDICI JH 02 24

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EU funded project

TWINNING TOOL

1. Basic Information

- 1.1 Programme: Partnership Implementation Facility (“Sharaka”) – 2022/044-559, NDICI-GEO-NEAR/ACT-60902, indirect management with ex-ante control.
- 1.2 Twinning Sector: Justice and Home Affairs.
- 1.3 EU funded budget: EUR 1 600 000.00
- 1.4 Sustainable Development Goals (SDGs): This Twinning project with its focus on combating organized crime will primarily contribute to **SDG 16: Peace, Justice, and Strong Institutions**. SDG 16 aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.

2. Objectives

- 2.1 Overall Objective(s):
To strengthen Jordan’s national resilience against transnational organized crime.
- 2.2 Specific objective:
To enhance Public Security Directorate’s (PSD) capacity to combat transnational organized crime effectively in line with international and European best practices.
- 2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans
 - PSD Strategy 2024 -2026
 - Cybercrime Law No. (17) of 2023
 - Anti-Human Trafficking Law No. (9) of 2009
 - Criminal Justice Strategy (2023-2026)

3. Description

- 3.1 Background and justification:
Jordan's geographical and political context uniquely positions it as a transit, origin, and destination point for various forms of illegal activities, including human trafficking, cybercrime, and illicit drug trade. These challenges are magnified by the rapid evolution of digital technology and globalization, transforming criminal activities into sophisticated networks that operate across borders. The Global Organized Crime Index profile for Jordan in 2021 highlights significant issues like human trafficking and smuggling, exacerbated by regional instability. Drug-related crimes in Jordan are prevalent, with an average of one crime every 28 minutes, resulting in 75,130 cases of possession and use between 2018 and 2022. The advent of the internet and digital communication has seen many criminal activities transition online. Cybercrimes such as identity theft, financial fraud, and online exploitation have surged, with Jordan ranking 8th among the top 12 Arab countries targeted by cyberattacks in 2018. The number of cybercrime cases has increased six-fold since 2015, with 1,087 cases reported in the first half of 2023.

The Public Security Directorate (PSD), with approximately 50,000 employees and an annual budget of \$1 billion, plays a crucial role in law enforcement in Jordan. Established in 1956 and merged with the Gendarmerie and Civil Defence in 2019, the PSD has made significant strides, ranking 24th globally in police service reliability and 13th in efforts to combat organized crime.

The PSD's **Criminal Investigation Department (CID)** and the **Special Branch (SB)** are pivotal in addressing transnational organized crimes. The CID, established as a distinct department in 2004, investigates a wide array of criminal activities, including:

- Crimes against individuals such as murder, threats, harm, and kidnapping.
- Crimes committed by unidentified perpetrators.
- Property crimes include theft, fraud, vandalism, and arson.
- Public morality offenses.
- Emerging crimes such as cybercrimes against individuals, intellectual property rights violations, and human trafficking.

The CID includes the **Anti-Cybercrime Unit** and the **Anti-Human Trafficking Unit**. The Anti-Cybercrime Division, established in 2008 and restructured as a unit in 2015, investigates and combats crimes involving information technology and online platforms. This unit operates under Cybercrime Law No. (27) of 2015 and collaborates with various stakeholders to address cybercrime challenges effectively. The unit focuses on mitigating incidents on social media platforms, rapidly responding to cybercrime complaints, and conducting ongoing surveillance of online activities. The **Anti-Human Trafficking Unit**, created in 2013, responds to crimes involving human trafficking, including sexual exploitation, forced labour, bonded labour (debt bondage), organ trafficking, child labour, and organized begging. This unit operates under the Anti-Human Trafficking Law No. (9) of 2009 and works closely with the Ministry of Labour to combat trafficking.

Institutional efforts to combat human trafficking began in 2007 with the establishment of an Inter-Ministerial Committee. This committee facilitated the drafting and implementation of national anti-trafficking laws, culminating in Jordan's ratification of the UN Convention against Transnational Organized Crime and the Palermo Protocol in 2009. The Anti-Trafficking National Committee (AHNC) was formed to replace the Inter-Ministerial Committee, chaired by the Minister of Justice and including representatives from various governmental sectors. The committee plays a pivotal role in forming policies, strategies, and actions to address human trafficking comprehensively. In 2019, the AHNC introduced the 2019-2022 national strategy to combat human trafficking, built on four main pillars: prevention, protection, prosecution, and partnership. The strategy emphasizes an effective referral mechanism to identify and assist trafficking victims, ensuring they receive essential support and services for recovery and reintegration into society.

The **Special Branch**, established in 1964, is a key component of Jordan's security apparatus. It oversees the security situation across the kingdom, ensuring the neutrality of

security personnel and managing issues related to public safety and political stability. The Special Branch is responsible for:

- Monitoring events across Jordan and coordinating with other security agencies.
- Overseeing security at public events and conferences.
- Maintaining the integrity of the security system, covering personal security, information and cyber security, and the security of facilities and operations.
- Handling explosive threats, including blind bombs and suspicious packages.
- Conducting technical investigations at explosion sites.
- Combating extremist ideologies through prevention programs and intervention when necessary.
- Immunizing public security personnel against political and ideological recruitment by various groups.
- Educating public security personnel and private sector employees on security matters.
- Overseeing the security of weapons and valuable artifacts to prevent misuse or illegal trafficking.
- Monitoring political activities to ensure security measures are adhered to and prevent actions that could destabilize public order.

The **Cybersecurity Division** within the **Special Branch** plays a critical role in safeguarding the digital frontiers of Jordan's security infrastructure. This division ensures the robust protection of PSD's networks and data, implements two-tiered authentication processes, maintains secure communication channels, and operates a state-of-the-art digital forensic lab. The lab specializes in examining mobile phones and digital devices for evidence in criminal investigations. The division also addresses cybercrimes conducted on the dark web and responds to social media threats against diplomatic missions. The **Data Analysis Division (DAD)** provides assessments of potential risks or threats to national security, advising PSD and other state agencies. The division includes sections for **Data Collection, Data Sources, Media Monitoring and Response, and Strategic and Operational Analysis**. DAD relies heavily on human capacities and limited technological resources, necessitating modernization to keep pace with the rapidly changing landscape.

Justification

Despite the specialization and notable achievements of the CID and SB, both departments still face various challenges in their ongoing efforts to combat transnational organized crime. These challenges include areas that would benefit from further enhancement, such as operational efficiencies, strategic alignment, intelligence capabilities, response protocols, digital skills, and inter-agency coordination.

The CID and SB have operational and strategic frameworks in place, yet these frameworks could be strengthened to optimize their effectiveness. Enhancing these frameworks will streamline efforts and improve resource allocation, enabling both departments to better address the dynamic nature of transnational organized crime. By

refining strategic goals and aligning them with international standards and emerging crime trends, CID and SB will be better positioned to tackle these complexities, thereby increasing overall efficiency and reducing any operational fragmentation.

Moreover, while SB has made strides in intelligence capabilities, there is an opportunity to further enhance these capabilities to more effectively identify and track emerging transnational crime patterns. While some intelligence tasks largely remain dependant on human resources, this enhancement will support more proactive measures and timely responses. Additionally, updating investigative and rapid response protocols for both CID and SB will help minimize delays and ensure swift action against criminal activities. Developing digital capacities and skills will empower these departments to leverage modern technologies, maintaining their edge against tech-savvy criminal networks. Collectively, these improvements will bolster CID and SB's ability to detect and respond to transnational organized crimes more efficiently.

Lastly, while there is existing coordination and communication between different departments and agencies, strengthening these connections can lead to even more effective collaboration. Enhanced inter-departmental and inter-agency coordination will improve intelligence sharing, synchronize efforts, and foster a comprehensive response to crime. By promoting a unified approach, CID and SB can work more seamlessly towards common goals, significantly boosting their overall effectiveness in combating organized crime.

In summary, while CID and SB have already established a strong foundation, further enhancements in strategic frameworks, intelligence capabilities, response protocols, digital skills, and inter-agency coordination will empower them to address the evolving challenges of transnational organized crime with even greater efficacy.

3.2 Ongoing reforms:

Recently, the PSD has unveiled an ambitious **strategic plan for 2024-2026**, designed to elevate the nation's security and public safety. This comprehensive plan targets five key objectives: reducing crime, minimizing drug abuse, enhancing traffic safety, ensuring effective emergency response, and fostering sustainable development within the public security system. Emphasizing a holistic approach, the strategy integrates all aspects of police and security work, including civil protection, while adapting to evolving security challenges and expanding the PSD's responsibilities. Aligned with the Royal directives of His Majesty King Abdullah II, the plan is a testament to Jordan's commitment to maintaining its status as a secure and stable oasis in the region.

This strategy is in line with the regulatory framework governing the fights against transnational organized crimes. Jordan is making significant strides in enhancing its legal and regulatory framework to combat transnational organized crimes, essential given their complex and evolving nature. A cornerstone in this fight is the **Anti-Human Trafficking Law No. (9) of 2009**, addressing all forms of trafficking and aligning with international standards. Amended in 2019, it strengthens penalties and supports victims through

specialized law enforcement units. In response to digital economy growth, Jordan enacted the **Electronic Transactions Law (ETL)** in 2001. This law regulates electronic transactions, ensuring security and integrity, and has been updated to support digital innovation and commerce. The **Penal Code and Criminal Procedures Code No. (9) of 1960*** provides comprehensive guidelines for law enforcement, including procedures for investigating cybercrimes and maintaining legal standards. To safeguard personal and sensitive data, Jordan introduced the **Personal Data Protection Law No. (24) of 2023**, granting citizens control over their information and mandating stringent security measures for data handlers.

Addressing digital age challenges, the new **Cybercrime Law No. (17) of 2023** targets unauthorized network access, misinformation, and other cyber offenses. It requires foreign social media platforms with significant Jordanian user bases to establish local offices for compliance. Recognizing the need for robust digital protection, the **Cybersecurity Law No. 16 of 2019** was enacted. It establishes the National Cyber Security Council and Center, mandates the protection of critical infrastructure, and prescribes penalties for cyber offenses.

3.3 Linked activities:

The European Union (EU) has played a crucial role in supporting Jordan's efforts to combat transnational organized crime through various initiatives and financial aid. From 2014 to 2020, the EU enhanced Jordan's border management and counter-terrorism capabilities via programs like EuroMed Justice and CyberSouth, providing essential technical assistance, training, and fostering cooperation between Jordanian and EU law enforcement agencies. Between 2017 and 2020, the EU facilitated the development of an integrated border management system in Jordan, promoting inter-agency coordination and improving border guards' capabilities through extensive training and equipment upgrades. These efforts aimed at effectively handling the flow of foreign fighters and combating cross-border crime.

Throughout this period, the EU also focused on addressing the root causes of violent extremism by supporting community initiatives and strengthening governmental efforts against radicalization. These projects aimed to build local resilience and develop tailored approaches to prevent extremism, engaging both governmental and non-governmental stakeholders. Financially, the EU allocated €33.6 million to €41.0 million specifically for enhancing border management and preventing violent extremism. This support was crucial in implementing integrated border management and counter-terrorism measures while ensuring respect for human rights and the rule of law.

Furthermore, the EU launched the EU-ACT 2 program under the Global Illicit Flows Programme, focusing on combating illicit trafficking, smuggling, and organized crime globally, particularly in regions like the Middle East. With a budget of €13 million, this program enhances law enforcement capabilities, facilitates information exchange, and strengthens judicial capacity to prosecute and adjudicate organized crime cases, fostering transnational cooperation between criminal justice authorities.

CEPOL has been instrumental in collaborating with Jordanian authorities to combat transnational crime through a series of targeted initiatives and programmes. One of the primary efforts includes the exchange of knowledge and best practices, where CEPOL facilitates the sharing of information, expertise, and best practices between European police academies and their Jordanian counterparts. This aims to enhance the capabilities of law enforcement agencies in Jordan. In terms of capacity building, CEPOL has supported the establishment of a Counter-Trafficking Unit within Jordan's Public Security Directorate (PSD). This initiative focuses on improving the skills of public employees, such as labour inspectors, policemen, social, and labour workers, to better detect and refer trafficking cases. Additionally, CEPOL has assisted in developing a National Referral Mechanism (NRM) to identify and protect victims of trafficking and exploitation. This government-approved mechanism enhances Jordan's capacity to detect and safeguard trafficking victims. CEPOL also conducts awareness-raising sessions targeting key societal groups, including students, teachers, employers, and NGO volunteers. These sessions aim to educate potential victims and perpetrators on the early signs and negative practices leading to human trafficking. Furthermore, CEPOL provides direct assistance to stranded migrants or victims of trafficking through the Assistance to Voluntary Return and Reintegration (AVRR) program, which covers pre-departure assistance, return travel expenses, and reintegration support.

Complementing these efforts, numerous international donors have initiated projects to address the underlying factors of transnational organized crimes. The Bureau of International Narcotics and Law Enforcement Affairs (INL) provides specialized training and equipment to the PSD's Anti-Narcotics Department (AND). Similarly, the German Federal Criminal Police Office (BKA) enhances the operational capabilities of AND by creating a comprehensive database focused on synthetic drugs. This initiative involves collecting and analysing samples from across the MENA region to develop effective countermeasures against drug trafficking and abuse.

The UK-funded Axiom project raises awareness within AND and enhances training and curriculum delivery. Regionally, Jordan has participated in the CyberSouth project since 2017, strengthening legislation and institutional capacities related to cybercrime and electronic evidence. The follow-up project, CyberSouth+, launched in January 2024, continues these efforts by enhancing criminal justice capacities for investigating, prosecuting, and adjudicating criminal offenses.

Building upon the foundation laid by the Euro-Med Justice Project, the Euromed Police Project (2020-2024) enhances law enforcement capacity to combat serious and organized crime through improved training and equipment, fostering strategic cooperation between Southern Partner Countries (SPCs) and EU member states. This collaborative approach facilitates information sharing and joint operations, significantly bolstering Jordan's law enforcement capabilities.

The American Bar Association's Rule of Law Initiative (ROLI) focuses on combating trafficking in persons and sexual exploitation, enhancing the justice system's effectiveness, transparency, and accountability. Additionally, the International Labour Organization (ILO), International Organization for Migration (IOM), and United Nations Office on Drugs and Crime (UNODC) focus on eradicating forced labour, protecting trafficking victims, and prosecuting offenders, contributing to Jordan's efforts to address human trafficking and related issues.

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

The Union acquis of the European Union (EU) concerning transnational organized crimes includes a wide range of legal acts, treaties, and agreements. This includes the following key documents:

- **Attacks against information systems:** Directive 2013/40/EU
- **Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children:** Adopted in 2000, this protocol addresses human trafficking and the exploitation of women and children.
- **Protocol against the Smuggling of Migrants by Land, Sea and Air:** Adopted in 2000, this protocol targets migrant smuggling and its connections to organized crime.
- **Directive 2011/36/EU on Preventing and Combating Trafficking in Human Beings and Protecting Its Victims:** This directive aims to prevent and combat human trafficking and protect its victims.
- **Regulation (EU) 2015/849 on the Prevention of the Use of the Financial System for the Purpose of Money Laundering or Terrorist Financing:** This regulation targets money laundering and terrorist financing.
- **Framework Decision 2008/841/JHA on Combating Organized Crime:** This framework decision aims to combat organized crime by enhancing cooperation between EU member states and improving the effectiveness of their criminal justice systems.
- **Serious and Organized Crime Threat Assessment (SOCTA):** Europol's latest SOCTA highlights the transnational nature of organized crime.

3.5 Components and results per component

Component 1: Enhanced operational and strategic planning capabilities.

Result 1.1: Enhanced CID operational and strategic framework.

Result 1.2: Enhanced SB operational and strategic framework.

Component 2: Strengthened capacities of to detect and respond to emerging patterns of transnational organized crimes.

Result 2.1: Enhanced CID and SB intelligence capabilities to identify and track emerging transnational organized crime patterns.

Result 2.2: Improved CID and SB investigative response and rapid response protocols.

Result 2.3: Improved CID and SB digital capacity and skills development.

Component 3: Improved inter-departmental and inter-agency coordination in combatting transnational organized crimes.

Result 3.1: Established and operationalized coordination mechanisms and protocols for inter-departmental and inter-agency collaboration in combating transnational organized crimes.

Result 3.2: Improve capacity building and knowledge sharing among law enforcement agencies.

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

The project will be implemented through a Twinning contract between Jordan (the Beneficiary Country) and EU Member State(s). The Project Implementation Team is expected to have sufficient expertise to cover all areas of the project and will consist of:

A Member State Project Leader (MS PL) will oversee the overall coordination of the project activities. The MS PL must hold a position conducive to operational dialogue at a political level, ensuring leadership capacity and the ability to mobilize necessary expertise. He/she must have broad knowledge of all processes in the area of development and implementation of risk analysis, institutional and operational aspects that the project component is dealing with. Involvement of the Member State PL during proposal preparation and attendance at selection meetings is mandatory, as well as co-chairing, with the Jordan PL, the quarterly Project Steering Committee gatherings. Furthermore, he/she is expected to participate in some communication and visibility activities. He/she will remain in their MS public administration role but will dedicate part of their time to planning, supervising, and coordinating the overall direction of the Twinning project committing to at least three days per month to the project, including a visit to Jordan every three months for the duration of the project.

The MS PL collaborates with the RTA, who operates within the Beneficiary administration.

A Resident Twinning Adviser (RTA) will reside in Jordan for the full duration of the project and will be in charge of managing the implementation of the project activities, the Component Leaders (CL), and short-term experts within the limits of the budget. The RTA Assistant and a translator will both support the RTA in implementing the daily tasks.

Short Term Experts in a number of selected fields will collaborate with beneficiary institution staff under their direction and that of the Project Implementation team. Senior

management of the beneficiary institution is expected to provide the EU MS Twinning partner with suitable staff and other resources needed to operate effectively, as well as engage in policy and institutional change necessary for project success.

Member State proposals should be concise, focusing on strategy, methodology, indicative timetable, administrative model, quality of expertise, administrative structure, and capacity of the MS entities. While detailed enough to address the Twinning Fiche, proposals need not fully elaborate the project, but must outline strategy, methodology, sequencing, and key activities to achieve objectives and results. Activities will be further refined, decided on, and finalized with the Twinning partners when drafting initial and rolling work plans, ensuring close alignment with objectives and sequencing of interlinked components.

Interested Member State(s) should include in their proposals the CVs of the designated PL, RTA, and potentially designated CLs.

The Twinning project emphasizes close cooperation between partners to achieve sustainable mandatory results of the project.

3.6.1 Profile and tasks of the PL:

Education:

- University degree in one of the following fields: law enforcement, law, public administration, criminology or equivalent and related fields, or, equivalent professional experience of 8 years in the security sector.

Experience:

- Hold a position/rank conducive to operational dialogue at a political level, ensuring leadership capacity.
- A minimum of 3 years of professional experience as senior officer in an EU MS body with direct involvement in combating transnational crime.
- Previous experience in the areas of project management, international development and cooperation.
- Previous experience in EU funded projects, particularly Twinning projects is an asset.
- Very good organizational, coordination, planning, reporting, networking, and communication skills.
- Good leadership skills.
- Computer literacy (MS Office applications)

Language Skills:

- Fluent in English – written and spoken.
- Knowledge in Arabic is an asset.

Tasks:

- Conceive, supervise, and coordinate the overall Twinning project.
- Provide strategic advice on high level regarding reforms supported by the Twinning.

- Coordinate and monitor the overall implementation of the project, including coordination and direction of the MS Twinning partner.
- Communicate with the beneficiary and EUDL.
- Guarantee from the MS administration side, the successful implementation of the project.
- Co-chairing, with the Jordan PL, the regular project implementation steering committee meetings.
- Mobilizing short-term experts.
- Executing administrative issues (i.e. signing reports, administrative order etc.)

3.6.2 Profile and tasks of the RTA:

Education:

- University degree in one of the following fields: law enforcement, law, public administration, criminology or equivalent and related fields, or, equivalent professional experience of 8 years in the security sector.

Experience:

- A minimum of 3 years of specific experience as senior officer in an EU MS body with direct involvement in combating transnational crime.
- Previous experience in the areas of project management, international development and cooperation.
- Previous experience in EU funded projects, particularly Twinning projects is an asset.
- Intercultural competence and a good understanding of the Jordanian context.
- Very good organizational, coordination, planning, reporting, networking, and communication skills.
- Good analytical and planning skills.
- Good leadership skills.
- Computer literacy (MS Office applications)

Language Skills:

- Fluent in English – written and spoken.
- Knowledge in Arabic is an asset.

Tasks:

- Oversee day-to-day implementation of the project in accordance with the Twinning Manual.
- Manage and coordinate daily activities to ensure smooth project execution.
- Supervise and work closely with two RTA assistants hired for the entire project period.
- Provide technical guidance and support to the administration or other public sector entities in Jordan as outlined in the work plan.
- Manage and coordinate all project activities and expert contributions in Jordan, ensuring alignment of activities, timelines, and the anticipated outcomes specified in the Work Plan.
- Oversee the daily execution of the Twinning project in Jordan, including the preparation of materials and documentation for ongoing monitoring and reporting.

- Ensure the selection, deployment, and supervision of qualified STE, addressing any quality concerns as they arise.
- Organize and participate in visibility events, such as the kick-off and final events, as well as Steering Committee meetings.
- Handle administrative responsibilities, including the drafting of side letters and reporting assistance.
- Network with relevant institutions in Jordan and the Member State to facilitate project objectives.

3.6.3 Profile and tasks of Component Leaders:

Education:

- University degree in one of the following fields: law enforcement, law, public administration, criminology or equivalent and related fields, or equivalent professional experience of 8 years in combating transnational organized crime.

General Experience:

- Current working experience as senior officer in an EU MS body with direct involvement in combating transnational crime.

Specific Experience:

- Relevant skills and competencies directly related to the three components of the project.
- Component 1: Experience in enhancing operational and strategic planning capabilities. This includes developing and implementing institutional and strategic frameworks.
- Component 2: Proven experience in strengthening the capacities of law enforcement agencies to detect and respond to emerging patterns of transnational organized crimes. This includes enhancing intelligence capabilities, improving investigative and rapid response protocols, and developing digital skills and capacity.
- Component 3: Demonstrated expertise in improving inter-departmental and inter-agency coordination. This involves establishing and operationalizing coordination mechanisms and protocols, as well as fostering capacity building and knowledge sharing among law enforcement agencies.
- Previous experience in EU funded projects, particularly Twinning projects is an asset.
- Previous experience in training and mentoring in related areas is an asset.
- Intercultural competence and a good understanding of the Jordanian context.
- Good organizational, coordination, planning, reporting, networking, and communication skills.
- Computer literacy (MS Office applications)
- Strong collaborative mindset and a proven ability to work effectively within teams.

Language Skills:

- Fluent in English – written and spoken.
- Knowledge in Arabic is an asset.

3.6.4 Profile and tasks of other short-term experts:

The RTA will be supported by a number of STEs selected according to the activities that will be planned and finalized with the Twinning partners. The roles, profiles, and

durations of these experts will be specified in the work plan, in alignment with the activities to be conducted by both the RTA and the Member State Project Leader.

4. Budget

Maximum Budget available for the Grant is EUR 1,600,000.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office):

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

Contact details of PAO responsible of the contract:

Ministry of Planning and International Cooperation

Ms. Areej AlHadeed

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5.2 Institutional framework

Given the nature of the crimes addressed in this Twinning project, namely transnational organized crimes, the project will involve two main PSD departments. These are the Criminal Investigation Department (CID) and the Special Branch (SB). The CID is primarily responsible for handling cybercrimes and anti-human trafficking cases, while the SB oversees cybersecurity and provides the intelligence necessary for investigating transnational organized crimes. Although each department has a specific mandate for combating organized crimes, there are numerous crosscutting issues that necessitate close cooperation between them. This collaboration is essential to effectively address the multifaceted challenges posed by transnational organized crimes. Therefore, both departments will be benefitting from the upcoming Twinning project.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Major Abdallah Mahmoud Asharaydah (Special Branch)

Major Abdelhadi Hssein Attahaat (CID)

Public Security Directorate

P.O Box 935

Amman 11110

5.3.2 PL counterpart
Director of Special Branch
Public Security Directorate
P.O Box 935
Amman 11110

5.3.3 RTA counterpart
Major Abdallah Mahmoud Asharaydah (Special Branch)
Major Abdelhadi Hssein Attahaat (CID)
Public Security Directorate
P.O Box 935
Amman 11110

6. **Duration of the project**

Execution Period (Implementation period + 3 months) = 27 (24+3) months

7. **Management and reporting**

7.1 **Language**

The official language of the project is the one used as contract language under the instrument (English / French). 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 Twining: 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 sustainability of the EU Twinning Project on transnational organized crimes is of paramount importance to ensure long-term success and lasting impact. The project's sustainability will be built on several key pillars: institutional strengthening, capacity building, inter-agency coordination, and continuous evaluation and adaptation. Each of

these pillars will support the ongoing effectiveness of the project's components and ensure that the progress made continues beyond the project's lifespan.

Institutional Strengthening

The first component of the project focuses on enhancing the operational and strategic planning capabilities of the Criminal Investigation Department (CID) and the Security Bureau (SB). To sustain these improvements, the project will invest in the development of institutional frameworks that embed advanced planning processes within the organizational culture of both departments. This includes creating standard operating procedures (SOPs), developing comprehensive strategic plans, and ensuring these practices are regularly updated to reflect new challenges and opportunities in the fight against transnational organized crimes.

Capacity Building

The second component aims to strengthen the capacities of CID and SB to detect and respond to emerging patterns of transnational organized crimes. Sustainability in this area will be achieved through continuous training and professional development programs. The project will establish a training-of-trainers (ToT) program to ensure that the knowledge and skills imparted during the project can be perpetuated within the organizations. Furthermore, the project will create a framework for regular training sessions and workshops, using both internal and external experts, to keep the departments abreast of the latest trends and technologies in crime detection and response.

Inter-Agency Coordination

Improving inter-departmental and inter-agency coordination, as outlined in the third component, is critical for sustaining the fight against transnational organized crimes. To this end, the project will establish formal mechanisms for communication and cooperation among various agencies. This includes the creation of inter-agency task forces, regular coordination meetings, and joint operational teams. These mechanisms will institutionalize a culture of cooperation, ensuring that various departments and agencies can work together effectively long after the project ends.

Continuous Evaluation and Adaptation

A key aspect of sustainability is the ability to adapt to changing circumstances. The project will shall implement a robust monitoring and evaluation (M&E) framework to assess the effectiveness of its initiatives regularly. This framework will include key performance indicators (KPIs), regular reporting schedules, and feedback mechanisms to gather input from all stakeholders. By continuously evaluating the project's impact and making necessary adjustments, the CID and SB can remain responsive to new challenges in transnational organized crime.

Building Local Ownership

Lastly, fostering local ownership of the project's outcomes is essential for sustainability. This will be achieved by involving all relevant stakeholders. By ensuring these stakeholders have a vested interest in the project's success, they will be more likely to

continue supporting and advancing its objectives after the EU's direct involvement concludes.

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

The project is committed to ensuring that all persons, regardless of gender, age, race, disability, ethnicity, marital status, or social class, receive equal treatment and opportunities. This aligns with the principles enshrined in the Constitution of the Hashemite Kingdom of Jordan. Additionally, the project adheres to a "do-no-harm" approach, which means it is designed to prevent any activities that could negatively impact the environment. The project also prioritizes environmental education and awareness among all participants, encouraging practices that support ecological balance and sustainability. By integrating these principles, the project aims to protect natural resources and contribute positively to the environmental well-being of the region.

10. Conditionality and sequencing

The project will be implemented through a Twinning arrangement, necessitating the PSD to allocate adequately experienced staff and all necessary material resources to ensure efficient implementation. The commitment and participation of the PSD leadership are crucial. Their involvement is essential for developing and implementing policies, as well as facilitating any institutional changes required to achieve project outcomes and ensure the sustainability of project actions beyond the project's completion.

11. Indicators for performance measurement

- Indicator 1.1.1: Need assessment conducted to identify CID operational and strategic framework requirements
- Indicator 1.1.2: Performance management system (M&E framework) established
- Indicator 1.1.3: CID's cybercrime investigation tool updated to stay aligned with emerging cybercrime patterns
- Indicator 1.1.4: Number of CID personnel trained on the new performance management system
- Indicator 1.1.5: Number of CID personnel trained on the updated cybercrime investigation tool
- Indicator 1.2.1: Need assessment conducted to identify SB operational and strategic framework requirements
- Indicator 1.2.2: Performance management system (M&E framework) established
- Indicator 1.2.3: SB's risk assessment tool updated to stay aligned with emerging transnational organized crimes
- Indicator 1.2.4: Number of SB personnel trained on the new performance management system
- Indicator 1.2.5: Number of SB personnel trained on the updated risk assessment tool
- Indicator 2.1.1: Needs assessment conducted to identify CID and SB training needs
- Indicator 2.1.2: Training curricula developed based on the identified needs (including specialized ToT)
- Indicator 2.1.3: Number of CID and SB personnel trained to identify and track emerging transnational organized crime patterns
- Indicator 2.2.1: Number of new /updated investigative and rapid responses protocols developed and implemented by the CID and SB
- Indicator 2.2.2: Number of CID and SB personnel trained on investigative and rapid responses

- Indicator 2.3.1: Roadmap (including Annual Action Plan) developed for digitalizing CID and SB workflow process
- Indicator 2.3.2: Digital module developed and integrated within the PSD system, based on roadmap priorities
- Indicator 2.3.3: Needs assessment conducted to identify the digital training needs of CID and SB
- Indicator 2.3.4: Training curricula developed based on the identified needs (including specialized ToT)
- Indicator 2.3.5: Number of CID and SB personnel trained on digital skills
- Indicator 3.1.1: Number of standardized protocols developed, adopted, and implemented
- Indicator 3.2.1: Biannual coordination meetings held among law enforcement agencies
- Indicator 3.2.2: Number of PSD and other stakeholders personnel trained on inter-agency knowledge sharing best practices

12. Facilities available

The beneficiary will host the EU Twinning project team and provide the following facilities for the Resident Twinning Adviser (RTA), and RTA Assistants:

- Office space (10 m² per staff member), including functional desks and shelves.
- Additional office space for the pool of Short-Term Experts (STEs) and/ component leaders, typically accommodating 2-4 experts, if possible and applicable.
- Landlines for national telephone use.
- WLAN with internet access for the entire project team office environment.
- Access to training rooms within the beneficiary's premises, equipped with audio and video equipment.
- Access to meeting rooms within the beneficiary's premises.

Whenever translation and/or interpretation services might be necessary for the implementation of activities (for instance translation of guidelines, etc.), such costs will be budgeted under the relevant budget heading (see ANNEX A7: Financial Annex in the Twinning Manual).

ANNEXES TO PROJECT FICHE

1. The Simplified Logical framework matrix as per Annex C1a (compulsory)

Annex C1a : Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	To strengthen Jordan's national resilience against transnational organized crime.	<ul style="list-style-type: none"> ▪ Level of ranking and score in the Global Organized Crime Index <i>Baseline: 54/193 (2021)</i> <i>Target: TBD</i> 	<ul style="list-style-type: none"> ▪ Global Organized Crime Index 	<ul style="list-style-type: none"> ▪ Political changes or regional instability could disrupt the continuity of the project and shift priorities away from aligning with international standards. ▪ External factors such as increased criminal activity or geopolitical tensions could divert attention and resources away from project objectives. 	<ul style="list-style-type: none"> ▪ Sustained Government Commitment to enhance national resilience against transnational organized crime, provide continuous support and resources to implement necessary reforms. ▪ Continued International Cooperation including access to technical assistance and best practices, supports Jordan's efforts in combating transnational organized crime.

<p style="text-align: center;">Specific (Project) Objective</p>	<p>To enhance Public Security Directorate's (PSD) capacity to combat transnational organized crime effectively in line with international and European best practices.</p>	<ul style="list-style-type: none"> ▪ Transnational organized crime organizational framework developed or updated <i>Baseline: 0</i> <i>Target: 1</i> 	<ul style="list-style-type: none"> ▪ PSD annual statistics and reports ▪ Progress reports and project data ▪ Project training/expert reports ▪ Performance management system ▪ Cybercrime investigation tool ▪ Risk assessment tool 	<ul style="list-style-type: none"> ▪ Participants appointed by beneficiaries to participate in trainings do not meet the required qualifications ▪ PSD may resist changes required to align with international standards 	<ul style="list-style-type: none"> ▪ There is sustained commitment and support from the PSD for reforms and capacity-building in the field of transnational organized crimes. ▪ The legal and regulatory framework is conducive to implementing international and European standards in combating organized crime.
<p>Component 1</p>					

Mandatory results/outputs by components	<p>Result 1.1: Enhanced CID operational and strategic framework</p>	<ul style="list-style-type: none"> ▪ Indicator 1.1.1: Need assessment conducted to identify CID operational and strategic framework requirements <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 1.1.2: Performance management system (M&E framework) established <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 1.1.3: CID’s cybercrime investigation tool updated to stay aligned with emerging cybercrime patterns <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 1.1.4: Number of CID personnel trained on the new performance management system <i>Baseline: 0</i> <i>Target: 30</i> ▪ Indicator 1.1.5: Number of CID personnel trained on the updated cybercrime investigation tool <i>Baseline: 0</i> <i>Target: 60</i> 	<ul style="list-style-type: none"> ▪ Needs assessment ▪ Performance management system ▪ Cybercrime investigation tool ▪ Project reports ▪ Expert reports ▪ Training material ▪ Posts on Media ▪ Pre- and post-training assessment 	<ul style="list-style-type: none"> ▪ Resistance from CID staff or leadership to adopt new institutional and strategic frameworks. ▪ Difficulty in achieving effective coordination and collaboration within the CID and with other departments. 	N.A.
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Mandatory results/outputs by components	Result 1.2: Enhanced SB operational and strategic framework.	<ul style="list-style-type: none"> ▪ Indicator 1.2.1: Need assessment conducted to identify SB operational and strategic framework requirements <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 1.2.2: Performance management system (M&E framework) established <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 1.2.3: SB's risk assessment tool updated to stay aligned with emerging transnational organized crimes <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 1.2.4: Number of SB personnel trained on the new performance management system <i>Baseline: 0</i> <i>Target: 20</i> ▪ Indicator 1.2.5: Number of SB personnel trained on the updated risk assessment tool <i>Baseline: 0</i> <i>Target: 20</i> 	<ul style="list-style-type: none"> ▪ Needs assessment ▪ Performance management system ▪ Risk assessment tool ▪ Project reports ▪ Expert reports ▪ Training material ▪ Posts on Media ▪ Pre- and post-training assessment 	<ul style="list-style-type: none"> ▪ Resistance from SB staff or leadership to adopt new institutional and strategic frameworks. ▪ Difficulty in achieving effective coordination and collaboration within the SB and with other departments. 	N.A
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Component 2					
Mandatory results/outputs by components	<p>Result 2.1: Enhanced CID and SB intelligence capabilities to identify and track emerging transnational organized crime patterns.</p>	<ul style="list-style-type: none"> ▪ Indicator 2.1.1: Needs assessment conducted to identify CID and SB training needs <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 2.1.2: Training curricula developed based on the identified needs (including specialized ToT) <i>Baseline: 0</i> <i>Target: 2 (1 for CID and 1 for SB)</i> ▪ Indicator 2.1.3: Number of CID and SB personnel trained to identify and track emerging transnational organized crime patterns <i>Baseline: 0</i> <i>Target: 60</i> 	<ul style="list-style-type: none"> ▪ Needs assessment ▪ Project reports ▪ Expert reports ▪ Project’s progress report ▪ Training curricula ▪ Training material ▪ Developed manuals and guidelines ▪ Pre- and Post-Training Assessments 	<ul style="list-style-type: none"> ▪ Inadequate technological infrastructure and outdated tools could hinder effective intelligence gathering and analysis. ▪ Lack of effective monitoring and evaluation mechanisms to assess the success of enhanced intelligence capabilities. 	N.A.

Mandatory results/outputs by	Result 2.2: Improved CID and SB investigative response and rapid response protocols.	<ul style="list-style-type: none"> ▪ Indicator 2.2.1: Number of new /updated investigative and rapid responses protocols developed and implemented by the CID and SB <i>Baseline: 0</i> <i>Target: TBD</i> ▪ Indicator 2.2.2: Number of CID and SB personnel trained on investigative and rapid responses <i>Baseline: 0</i> <i>Target: 60</i> 	<ul style="list-style-type: none"> ▪ Project reports ▪ Expert reports ▪ Training material ▪ Posts on Media ▪ Developed manuals and guidelines ▪ Pre- and Post-Training Assessments ▪ M&E Reports 	<ul style="list-style-type: none"> ▪ Existing laws and regulations may not support advanced intelligence practices or may restrict certain methods. ▪ Resistance from CID and SB staff or leadership to adopt new investigative methods and technologies. 	N.A.
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Mandatory results/outputs by components	<p>Result 2.3: Improved CID and SB digital capacity and skills development.</p>	<ul style="list-style-type: none"> ▪ Indicator 2.3.1: Roadmap (including Annual Action Plan) developed for digitalizing CID and SB workflow process <i>Baseline: 0</i> <i>Target: 2 (1 for CID and 1 for SB)</i> ▪ Indicator 2.3.2: Digital module developed and integrated within the PSD system, based on roadmap priorities <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 2.3.3: Needs assessment conducted to identify the digital training needs of CID and SB <i>Baseline: 0</i> <i>Target: 1</i> ▪ Indicator 2.3.4: Training curricula developed based on the identified needs (including specialized ToT) <i>Baseline: 0</i> <i>Target: 2 (1 for CID and 1 for SB)</i> ▪ Indicator 2.3.5: Number of CID and SB personnel trained on digital skills <i>Baseline: 0</i> <i>Target: 120</i> 	<ul style="list-style-type: none"> ▪ Roadmaps ▪ Digital module ▪ Needs assessment ▪ Training evaluation report ▪ Expert report ▪ Training curricula and Material ▪ Pre- and Post-Training Assessments ▪ M&E Report 	<ul style="list-style-type: none"> ▪ Insufficient financial, human, or technological resources to support digital capacity-building and skills development. ▪ Inadequate technological infrastructure and outdated tools could hinder effective digital capacity-building efforts. 	N.A.
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Component 3					
Mandatory results/outputs by components	<p>Result 3.1: Established and operationalized coordination mechanisms and protocols for inter-departmental and inter-agency collaboration in combating transnational organized crimes.</p>	<ul style="list-style-type: none"> ▪ Indicator 3.1.1: Number of standardized protocols developed, adopted, and implemented <i>Baseline: 0</i> <i>Target: 2 (1 at departments level and 1 for PSD)</i> 	<ul style="list-style-type: none"> ▪ Formal Agreements and Memorandums of Understanding (MOUs) ▪ Coordination Protocols and Guidelines ▪ Meeting Minutes and Agendas ▪ Joint Training and Exercise Reports 	<ul style="list-style-type: none"> ▪ Key departments and agencies may not fully commit to the new coordination mechanisms and protocols, leading to insufficient participation and cooperation. ▪ Insufficient communication channels can lead to misunderstandings, delays, and fragmented efforts. 	N.A.

Mandatory results/outputs by components	<p>Result 3.2: Improve capacity building and knowledge sharing among law enforcement agencies.</p>	<ul style="list-style-type: none"> ▪ Indicator 3.2.1: Biannual coordination meetings held among law enforcement agencies <i>Baseline: 0</i> <i>Target: 4</i> ▪ Indicator 3.2.2: Number of PSD and other stakeholders personnel trained on inter-agency knowledge sharing best practices <i>Baseline: 0</i> <i>Target: 20</i> 	<ul style="list-style-type: none"> ▪ Meeting Minutes and Agendas ▪ Project reports ▪ Expert reports ▪ Posts on Media 	<ul style="list-style-type: none"> ▪ Officers and agencies may resist new methods and technologies, preferring to stick with traditional practices. ▪ Navigating different legal and regulatory frameworks can complicate the implementation of standardized training and knowledge sharing practices. 	N.A.
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