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USAID/Rule of Law Program

# Quarter 1 Progress Report

October 01, 2016 to December 31, 2016

Submission Date: January 15, 2017

Contract Number: AID-OAA-I-13-00036/ AID-278-TO-16-00001

Contract Period: November 15, 2015 – November 14, 2020

COR Name: George Kara'a

Submitted by: Qais Jabareen, Chief of Party

**Tetra Tech DPK**

15, Abdul Rahim Al Haj Mod'd St. Swefieh, Amman - Jordan

Tel: +962 6 5859196/7

Email: [qjabareen@rolpasj.com](mailto:qjabareen@rolpasj.com)

This document was produced for review and approval by the United States Agency for International Development / Jordan (USAID/Jordan).

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## ACRONYMS AND ABBREVIATIONS

AMLEP	Activity Monitoring, Learning, and Evaluation Plan
APPO	Amman Public Prosecution Office
AWLN	Arab Women's Legal Network
CDFJ	Centre for Defending the Freedom of Journalists
CSO	Civil Society Organization
CSC	Civil Service College, Government of Singapore
EFQM	European Foundation for Quality Management
GOJ	Government of Jordan
GOS	Government of Singapore
HR	Human Resources
HRM	Human Resource Management
HRGT	Human Rights Governmental Team
ICT	Information and Communications Technology
IEC	Independent Elections Commission
IFES	International Foundation for Electoral Systems
IPA	Institute of Public Administration
IR	Intermediate Results
JC	Judicial Council
JJ	Judicial Institute of Jordan
KAA	King Abdullah II Award for Excellence in Government Performance and Transparency
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MOPSD	Ministry of Public Sector Development
MOSD	Ministry of Social Development
MOJ	Ministry of Justice
NGO	Non-Governmental Organization
OGP	Open Government Partnership
PWD	Persons with Disabilities
ROLP	Rule of Law Program
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USAID	United States Agency for International Development
USG	US Government

## INTRODUCTION

The purpose of the USAID Rule of Law Program (ROLP) is to support Jordanian efforts to enhance government accountability to citizens; strengthen the rule of law to better protect human and legal rights; and increase the effectiveness of civil society and private sector organizations to advocate for their interests, provide services to their members, and participate in governing processes. This program supports civil society and private sector efforts to demand greater assurances from their government with regard to those protections and accountability. ROLP consists of three main components illustrated below:

### **COMPONENT 1**

This component consists of a comprehensive and wide ranging series of interventions focusing on governmental entities and their respective capacities. The counterparts engaged in this component include the Ministry of Public Sector Development (MOPSD) and the Justice Sector.

*Component 1 concentrates on the following pillars:*

- 1- **MOPSD**: Provides an ideal mechanism for engaging the Government of Jordan (GOJ) with civil society organizations (CSOs) and public advocacy groups with an interest in governmental accountability, transparency, and integrity. MOPSD is clearly one of the foremost facilitators of overall GOJ improvement. The stronger and more effective this Ministry becomes, the more likely it is that it will successfully carry out its mandate and achieve the goals and results envisioned by USAID.
- 2- **Justice Sector**: Consists of the Ministry of Justice (MOJ) and the Judicial Council (JC). Within the ambit of these two overarching structures are all levels of courts, the judiciary, the Attorney General and prosecution authority, and the Judicial Institute of Jordan (JIJ).

### **COMPONENT 2**

This component consists of support, primarily via grants, to non-governmental organizations (NGOs) and CSOs. Through grants and technical assistance, NGOs and CSOs will engage in monitoring and advocacy activities that will test the government's ability and willingness to provide transparent and accountable decision-making as well as everyday functioning. This "bottom-up" approach will examine and monitor governmental protection of human rights with particular attention on justice and rule of law for all, and a focus on traditionally disadvantaged populations such as women and youth.

### **COMPONENT 3**

This component focuses on the integration of activities and results into and with other USAID programs. ROLP achieves this through close coordination with other USAID programs across sectors as well as with other donors. Opportunities for integration with other programs will take place in areas such as the promotion of gender-based and youth programs.

The recently enacted Juvenile Law and the accompanying need for a comprehensive overhaul of the juvenile justice system present an excellent initial opportunity to develop programmatic integration. This will require a multi-faceted and crosscutting approach to realize the objectives and intent of the new Juvenile Law. This will also involve a coordinated approach to implement juvenile services in Amman as a pilot project, providing the type of quality services that youth offenders, and those accused of offenses, are entitled to receive. Key counterparts will include the MOJ, JC, Attorney General/Public Prosecution Office, Ministry of Social Development (MOSD), and CSOs with an interest in community-based sanctions and access to justice for vulnerable populations such as juvenile offenders.

## I. ACTIVITY OVERVIEW

### a. Activity Details

Table 1: Activity Details	
Activity Name	USAID Rule of Law Program
Activity Start / End Date	November 15, 2015 – November 14, 2020
Name of Prime Implementing Partner	Tetra Tech DPK
Contract/Agreement Number	AID-OAA-I-13-00036/ AID-278-TO-16-00001
Name of Subcontractors/Sub-awardees:	Integrated Standard Solutions Deloitte Consulting, LLC
Geographic Coverage (Governorates / Districts)	All Governorates in Jordan
Reporting Period	Quarter 1 (October – December 2016)

## **b. Executive Summary**

ROLP's overarching objectives are to support Jordanian efforts to enhance government's accountability to its citizens, strengthen the rule of law to better protect human and legal rights, and increase the effectiveness of civil society and private sector organizations to advocate for their interests, provide services to members, and participate in the governing processes. The project aims to meet these goals while synergizing efforts with concurrent USAID programs and objectives.

This quarterly report covers the period from October 1, 2016, through December 31, 2016 (FY 2017 Quarter I). During this quarter, ROLP moved from the planning phases of previous quarters to active operations that will yield results throughout FY 2017. While the project encountered occasional delays for reasons beyond ROLP's control, progress was steady, significant, and consistent across all three components, with ROLP continuing to meet its goals and schedule.

Activities in Year I, which required a great deal of planning and relationship building, effectively laid the groundwork for a smooth and productive FY 2017. As these relationships and plans begin to take form, ROLP can implement more lasting and impactful activities for Jordan's long-term success.

### **Component I**

ROLP and the GOJ have much to celebrate in their accomplishments during the first quarter of FY 2017. Component I focuses mainly on ROLP's direct partnerships with the MOPSD and Justice Sector.

ROLP continued to build the MOPSD's role as the leading agency for overall GOJ development and performance by supporting leadership trainings to increase the capacity of senior-level staff from various GOJ entities. During this quarter, ROLP's key accomplishments in supporting the Ministry's policy and decision-making efforts included working closely with the MOPSD to finalize a strategic plan and providing validator training for select GOJ staff to improve monitoring and evaluation (M&E) of planned targets and objectives within government entities. Additional efforts involved conducting process reengineering and restructuring activities with the courts to improve performance and service delivery, and laying the groundwork for an application that will connect the public with the MOPSD.

Meanwhile, efforts with the Justice Sector focused on the MOJ, JC, JIJ, and various courts and judicial officials. ROLP continued to provide key assistance in developing the 2017-2021 overall strategic plan for the Justice Sector. Complementary to this effort, ROLP and its partners emphasized M&E development and training for GOJ entities to ensure that activities can demonstrate tangible and verifiable improvements.

ROLP and the JC determined the relevant legal references to be included in the technical offices of the Judicial Sector, and began commissioning the procurement and delivery of such references, which will also benefit the Cassation Court. ROLP has already received approximately 400 references, which will be delivered to judges at the JC and the Cassation Court. To complement the acquisition of legal references, ROLP is also working with the Judicial Sector to determine which areas of justice service delivery, court management, and case management are most in need of efficiency improvements. The project has commissioned an outside study to conduct this assessment.

During this quarter, ROLP continued implementation of its successful internship program. Interns were able to handle many of the routine public queries for the Execution Department, freeing up the regular staff to devote their attention to more complex, pressing issues. This greatly improved efficiency and quality of public services. The interns also enhanced the organization of the records warehouse by scanning records into the digital ROLP-developed MIZAN online case management system, which introduced a barcode system to make for more efficient records retrieval and archiving.

Another ROLP effort led by the Justice Sector to set aside specific hours for processing private sector cases, thereby increasing the degree to which Jordan is business-friendly. The project is also helping to establish e-services for court officials, lawyers, and the public to use in order to speed up access to and processing of routine cases. This will enable citizens to access the justice system without being physically present in court and free up

specialized staff to handle cases that are more complex. ROLP conducted training in cooperation with the MOJ to bring relevant parties up to speed on these new e-services.

The GOJ seeks to improve the Justice Sector's ability to comply with international and domestic commitments in public accountability. While many of these efforts involve CSOs and are highlighted in Component 2, ROLP's engagement with government entities to achieve these objectives is also crucial. During this quarter, ROLP continued its work towards enhancing the juvenile justice system and access to justice for persons with disabilities (PWDs). Following input from the relevant parties, ROLP helped adjust the action plan to address accessibility issues for PWDs to be active members of the legal system. The relevant parties agreed on a three-pillar focus on legislative, institutional/procedural, and infrastructure tracks; specific conclusions are discussed in the main report.

A significant area of focus for both ROLP and the GOJ has been strengthening the capacity of the new Jordanian Anti-Corruption Commission (JIACC) to increase transparency and combat corruption in Jordan. JIACC has the full backing of His Majesty King Abdullah II, and the Commission's members are enthusiastic and cooperative with ROLP. The project will support over 20 projects that JIACC has designed, two of which will be rolled out in 2017. These include creating a website and social media platform for JIACC to engage the public, and producing a public and printable overall strategy for public consumption.

In this quarter, ROLP's assistance to public prosecutors entailed specialized crime scene management and forensic evidence trainings that utilized mock crime scenes. Follow-up surveys showed that the officials were exceptionally enthusiastic and appreciative of these trainings. A similar result came of a workshop series conducted on cybercrime. Judges and prosecutors from multiple Governorates participated in both trainings.

ROLP continued its work to increase the information and communications technology (ICT) efficiency of the Justice Sector, with the objective of increasing automation dependency and improving MOJ service delivery. With ROLP support, the Ministry published the first three e-services on its web portal during this quarter. ROLP also installed an information kiosk connected to the MIZAN system at the New Palace of Justice (NPOJ), demonstrating an advanced level of information communication that is crucial to increased efficiency and transparency of court services.

In addition to supporting physical technical improvements, ROLP is engaged in efforts to increase the capacity of IT staff in general by familiarizing them with the newly introduced IT programs. This will greatly improve the efficiency of justice delivery by saving the need for frequent and costly outsourcing. By identifying key ways to improve the performance of IT staff, the project will continue to meet the desired outcomes and outputs of Component 1.

## **Component 2**

CSOs play a crucial role in bringing the public and government together in ways that benefit justice, peace, and security. ROLP engaged four CSOs this quarter to address the following important issues: government transparency and accountability, mainstreaming gender in the Judicial Sector, increasing public accountability, and promotion of integrity and anti-corruption.

The main report details ROLP's engagement with these CSOs through grants under contract or technical assistance to facilitate and improve direct engagement between the public and relevant GOJ institutions and personnel. With support from ROLP, these partners have adopted programs to achieve their project objectives and are on their way to producing expected results. ROLP continues to guide and monitor the organizations along the way, both prior to and following grant award.

ROLP efforts to support the Human Rights Governmental Team (HGRT) have faced some challenges. However, a robust technical needs assessment by ROLP, and the support of the Prime Minister's office, should allow for marked improvement over time. HGRT will incorporate results of the assessment into the current approach and improve staff capacity and experience over time.



### **Component 3**

Component 3 had a more specialized area of focus this quarter, namely, to support and enhance inter-institutional interaction and cooperation between the Independent Elections Commission (IEC) and the Justice Sector. ROLP worked jointly with the International Foundation for Electoral Systems (IFES) to improve awareness and knowledge of the electoral process. ROLP is also facilitating the development of a website that will allow 24/7 accessibility, social media platforms for public outreach, and archive reorganization to set up a more efficient, effective, transparent, and accessible system.

### **Monitoring and Evaluation**

ROLP's Activity Monitoring, Learning and Evaluation Plan (AMLEP) serves as a tool to assess progress towards achieving project goals and expected results. During this quarter, ROLP submitted a revised AMLEP for USAID approval. The plan will provide ROLP with the required information to make improvements in the implementation approach, and support learning and accountability for expected results.

Additionally, ROLP continued work on the National Perception and Court Users Surveys. These baseline surveys will provide crucial knowledge of progress and challenges through the next phases of ROLP efforts.

## 2. ACTIVITY IMPLEMENTATION

### a. Progress Narrative

#### COMPONENT I: STRENGTHENED GOJ ACCOUNTABILITY, TRANSPARENCY, JUDICIAL INDEPENDENCE AND PROTECTION OF HUMAN RIGHTS

##### 1.1 Improve the capacity of the MOPSD to meet international and domestic commitments in public accountability and transparency

Building upon the significant foundations established with the MOPSD over the past year, ROLP fortified efforts in establishing the MOPSD as the “go-to” ministry and nexus for much of the work involving reform within the GOJ. Initial ROLP training and programs have helped empower MOPSD such that it will be able to transmit what it has learned throughout the rest of GOJ. MOPSD staff are outspoken advocates of good governance that can act independently of ROLP, allowing reform efforts to enjoy the fruit of earlier labors. This frees up ROLP to concentrate on more targeted programs in other sectors of the GOJ as MOPSD continues to have an impact concurrent with ROLP efforts. However, ROLP’s work with MOPSD is not complete; other activities will still be an important part of the overall effort.

ROLP’s strategic partnership with and support to the MOPSD continues to be a priority since the Ministry plays a leading role in improving of the GOJ’s overall development and performance. ROLP Institutional Enhancement Team played an active role in a series of events and activities focusing on building the internal capabilities of the MOPSD to be able to perform its main duties of supporting different government entities and enhancing their overall performance. The support provided contributed to all aspects of the MOPSD scope of work/action plan, including restructuring, process reengineering and services development, supporting policy and decision-making, human resources (HR) management, and supporting innovation and excellence in the public sector.

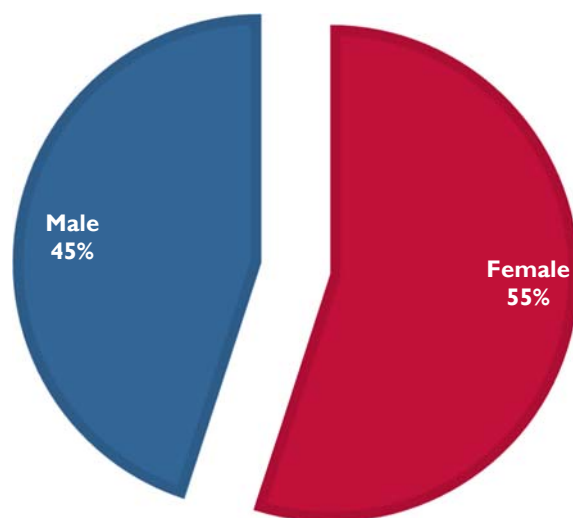
To this end, MOPSD, in partnership with ROLP, was able to move forward with implementing advanced leadership capacity building programs that brought GOJ leaders from other ministries into training workshops, one of which featured outside expertise from Singapore. ROLP also assisted in training MOPSD employees on procedures and tools developed in prior quarters, using on-the-job coaching of staff to implement the developed tools targeting a number of GOJ entities.

ROLP enjoyed the continued collaboration of an internal MOPSD team comprised of staff from Policy and Decision Making Support, HR Development, Process Reengineering, and Streamlining Directorates. These departments are working jointly with ROLP to gain knowledge and practical experience to lead on similar projects in the future. Studies and projects with specific GOJ institutions are serving as training exercises for MOPSD staff. The following is a description of key activities and results:

**I. HR Development:** During this quarter, ROLP supported the Human Resources Development Directorate at the MOPSD in conducting two leadership capacity building trainings as part of the fourth series of Government Leadership Training Program, as well as an advanced leadership training:

- a. Government Leadership Training** constitutes an integral part of the annual work plan for the MOPSD. The program aims to build the capacity of current and potential leaders in the GOJ in Strategic Planning, Institutional Performance Management, Project Management, HR Management, Economic and Finance Policies, Gender-based Budgeting, Communication and Presentation Skills, Negotiation Management, Change Management, and Ethics of Public Servants. ROLP supported the fourth series of leadership training under this program in Amman from October 9 to November 10. Thirty-two public sector employees, including nine women, representing different GOJ entities in Amman attended the training. During the closing ceremony speech, one participant expressed her thanks to MOPSD and ROLP for giving her and her colleagues an excellent chance to build their leadership skills and gain the knowledge needed to improve their work performance in a way that will be apparent in the results achieved at their respective ministries.

b. **Advanced Leadership Training** took place over the course of four days, starting December 12 and ending December 15. An expert trainer from the Civil Service College (CSC) of Singapore conducted the training as part of a joint-partnership agreement between GOJ and Government of Singapore (GOS). The objective of the training was to give participants a more in-depth training on topics that will enhance their knowledge in overall governmental administration, in this case making use of the efficiency in the GOS experience. Training topics included a Comprehensive Government Approach to Performance Management that highlights the importance of coordination between ministries to establish a networked government and break the “silo mentality.” Another topic, Strategic Human Resource Management (HRM), included lessons on the HRM cycle and on public service transformation/ development in order to achieve effective and efficient public service through e-government. The trainer introduced best practices for the government sector and provided examples on how the performance of Singapore’s government and ministries is monitored and evaluated. The opening ceremony of the training was attended by HE the Minister of MOPSD, Majd Shweikeh, and Mr. George Kara’a from USAID. Twenty participants attended the training from different governmental institutes and ministries of Jordan and the participants were selected based on their performance during the first series of Government Leadership Training Programs. The Deputy Secretary General attended the closing ceremony on December 15, where participants received two certificates from the CSC and USAID.



*Figure 1 Percentage gender distribution of government officials who attended the Advanced Leadership Training*

2. **Reengineering and Restructuring:** ROLP supported MOPSD to conduct reengineering and restructuring activities for four GOJ entities: Administrative Courts, the Amman First Instance Court, MOSD service of licensing special education centers, and the Social Security Corporation service for reporting on work accidents.

These efforts link together since reengineering may lead to restructuring of the entity. In the reengineering activity, ROLP team took two main steps. The first step involved a detailed analysis of the “as-is” process depending on a criterion that evaluated the time needed to complete each step, the value it adds, and its importance to achieving the objective of the business processes. The second step included developing a recommended “to-be” process that should lead to improved performance and service delivery. Based on the results of the reengineering work, a restructuring of the organization may be required to ensure proper support of the new process and to enhance overall effectiveness and efficiency of the entity.

Details on process reengineering and restructuring activities are described below:

- a. **Courts:** MOPSD's initial assessment of the Justice Sector identified gaps and other issues related to justice service delivery and court and case management.

Results from the recent status analysis show that the MOJ needs to revise the overall classification of courts based on identified clear criteria. These criteria include size, workload, improvement of processes, and development of an internal management system that supports the delivery of high quality justice services. This would also require adjusting the MOJ organizational structure and developing appropriate new structures to better support implementation of the new processes and services.

Based on this, ROLP decided to support the MOPSD in two pilot projects targeting the administrative court and the Amman First Instance Court.

- b. **Administrative Court:** ROLP completed its work with the administrative court during this quarter, culminating in a final report detailing the results of the "as-is" situation analysis and recommendations for the "to-be" process. The report developed two scenarios for the "to-be" process. The first is based on current available resources without the need to introduce any new programs or IT solutions. The second is designed to assist the MOJ's plans to automate processes in the courts. The report also included designs of a suggested organizational structure showing the main units needed to support the court's mandates as well as the functional organizational structure that included main job titles, job description cards, and a Human Resources Plan for 2017-2019.

The recommendations for improving court processes included several suggested changes to unify tasks like integrating case registration, verification and review, and defining fees uniformly per step instead of having the task executed by different individuals located in different places. Another recommendation suggested granting authority to the registering employees to work as accountants in order to avoid sending customers to another floor to pay the required fees, thereby leading to a faster process and improved citizen perception of court processes.

The methodology included a desk review, site visits, and meetings with the head of the court team, HE Jihad Otaibi, and assigned staff from the court. ROLP conducted the work in close cooperation with the MOPSD team from the Reengineering and Restructuring directorates.

The MOJ's Restructuring Committee discussed the results in a meeting conducted on December 14 at the MOJ, and their feedback was reflected in the final report.

- c. **Amman First Instance Court:** During this quarter, ROLP developed terms of references and a work plan describing activities to support and improve the performance of the Amman First Instance Court. ROLP hired two experts for this assignment: a restructuring expert and a reengineering expert. As a first step to launch the action plan, ROLP team, the MOJ Restructuring Committee, and a team from the MOPSD conducted an initial meeting at the MOJ on December 21.

- d. **MOSD-Service of Licensing Special Education Centers and Social Security Corporation – Service of Reporting on Work Accidents:** During this quarter, ROLP, with assigned staff from the MOPSD, worked together on reengineering specifically identified services. Their selection was in part a result of the lack of cooperation from the Shari'a courts, which nevertheless provided the opportunity for this valuable engagement. ROLP documented the "as-is" processes and developed recommendations for the "to-be" processes. The team from ROLP and the MOPSD conducted several site visits to the two entities to collect data and discuss the new processes with relevant staff. The team subsequently developed draft reports on each service and reengineering, which detailed results and recommendations. The reports are currently under revision for final approval.

The last two reengineering activities, which were a continuation from the Year 1 work plan, were delayed due to challenges relating to staff replacement at the Reengineering Directorate and the MOPSD by the new Minister during this quarter. These changes affected the ability of staff to commit to the schedule agreed upon with ROLP expert hired to work on this assignment. Eventually, ROLP resolved the challenge

by closely following up with the Ministry to have the appropriate staff reassigned to continue the work with ROLP.

**3. Policy and Decision Making Support:** ROLP supported the MOPSD in two specific areas during this quarter: developing the MOPSD Strategic Plan and conducting a validator training. Below is a description of each.

**a. Strategic Planning:** ROLP worked closely with the MOPSD team on building the Ministry's strategic plan. The strategy was crafted on the Guide for Strategic Planning in the Public Sector, which was developed for public sector use during the last quarter. ROLP supported development of the Ministry's strategy as described below:

1. The first step included coaching the MOPSD team on how to craft a draft strategy framework, including conducting environmental analysis using the SWOT (strengths, weaknesses, opportunities, and threats) method, and articulating a vision, mission, and set of strategic objectives that link to overall national strategies and objectives.
2. The second step included supporting the Ministry to conduct an internal session on November 10 at the Ministry's facilities to discuss the draft version of the developed strategic plan. The Minister and the Secretary General of the MOPSD, all directors, senior staff, and the strategic planning team attended the session. The participants discussed and agreed on the strategic plan components and objectives. Based on this, another session was conducted on December 8 to discuss and consult with MOPSD stakeholders on the draft strategic plan and reach an agreement upon the programs needed to achieve the stated objectives.
3. The third step included working with the MOPSD team on identifying what projects were needed under each program, developing key performance indicators (KPIs), and building the needed action plans to implement the defined programs. The feedback from the stakeholders' workshop—attended by 31 participants representing different MOPSD stakeholders such as King Abdullah the II Center for Excellence (KACE), Civil Services Bureau, and Ministry of Planning and International Cooperation (MOPIC)—was documented and integrated into the final strategic plan.

#### **4. Support of Excellence and Innovation:**

**a. Governance:** During this quarter, ROLP began its work on strengthening governance practices in the public sector, forming a working team from the MOPSD to work closely with ROLP experts on revising the manual and implementing one pilot project. The work done thus far includes completion of the review of the Governance Practices in the Public Sector Manual and an evaluation matrix, both of which are currently in use at the Ministry. The working team produced a document detailing the results of the initial review and recommendations to simplify and improve the manual. Examples of recommendations include separating the municipalities from this manual into a separate manual, allowing for the separation of their governance and responsibilities in alignment with the passage of the decentralization law.

For the review, the working team's methodology involved consultation with different stakeholders who are mainly monitoring parties in the GOJ: The Auditing Bureau (AB), the General Budgeting Department (GBD), JIACC, and KACE. The consultations included site visits and individual meetings with KACE and GBD. Additionally, the working team conducted group meetings with JIACC and AB on December 27 at the MOPSD in which they discussed crosscutting issues and explored how specific parts of the manual are tied to specific regulations and laws. As a result of the meeting, attendees from both JIACC and AB embraced the manual and welcomed the idea of regularly consulting and collaborating to ensure that all parties are using the same language and terminology and are in agreement on the best suitable model of governance for the GOJ. The attendees agreed to keep open lines of communication with each other and their respective GOJ entities in order to exchange information and maintain close coordination and cooperation during all stages of developing the manual and assessment tools.

- b. Validator Training:** The Policy and Decision Making Support Directorate of MOPSD and the Delivery Unit (DU) at the Prime Minister's office are responsible for following up on the performance of the government's many entities. Their work involves reviewing the periodic reports submitted by the different parts of the government to His Majesty's cabinet. The reviews assess the progress made on planned projects and measure it in relation to the entities' planned timelines and expected results.

According to the MOPSD and DU, initial results revealed an impressive level of implementation in terms of the percentage of projects' achievements in relation to the overall plans. However, while the outputs were promising, the more qualitative measurements of the outcomes and their effectiveness in meeting the intended objectives is yet to be ascertained.

The MOPSD requested ROLP support in providing training to ten GOJ employees to receive certification as European Foundation for Quality Management (EFQM) validators, increasing their capacity to monitor and evaluate various projects within different GOJ entities. This certification ensures that these entities are meeting the planned targets and objectives that they were originally designed to achieve. Furthermore, EFQM is the model on which King Abdullah Award for Excellence in Government Performance and Transparency (KAA) is awarded. Two employees from the DU and eight employees from the MOPSD attended the training provided by KACE. This training exemplifies the overall effort toward enhanced transparency and accountability in the public sector that is a core of ROLP mission.

#### **- Partners and Cooperation**

During this quarter, which represented a phase of transition at the MOPSD, ROLP was able to strengthen its cooperation with the MOPSD and gain the trust of the new team in order to build direct communication channels with key individuals in the Ministry. Both teams are working closely together to ensure the progress of planned activities and to resolve challenges and obstacles as they arise.

Also during this quarter, an EU mission commenced its support for MOPSD. Accordingly, ROLP requested that the MOPSD ensure coordination of activities between ROLP and the EU mission to avoid redundancy of efforts or resources. As a result, a coordination meeting was arranged and no overlapping efforts were identified, with each project having a distinct and clear scope of work. Both parties agreed that further consultation would take place when necessary.

### **1.2 Reduce undue influences and increase transparency and effectiveness of public decision making and in the operation of the public sector**

#### **1.2.1 Develop and deliver Government Workforce Communications Application (Smart phone application)**

During this quarter, ROLP continued supporting the MOPSD to develop a mobile Public Complaints Application. ROLP conducted a business analysis process to determine the functionalities needed according to MOPSD requirements. ROLP is conducting a competitive bidding process to identify an IT company for developing the application.

The application seeks to enhance communication between the Ministry and the public, and increase accessibility of the public services complaints process. Once rolled out, the application is expected to generate a wealth of useful data for targeting performance improvement efforts and holding public servants accountable. After completing the design, ROLP will train public sector employees to handle public complaints and respond via the Public Complaints Application.

### **1.3 Improve the efficiency of the services provided by MOPSD through strengthening the capacity of the Institute of Public Administration**

On December 7, Minister of the MOPSD, HE Majd Shweikeh, and USAID conducted a meeting to discuss USAID support to the MOPSD through ROLP. During the meeting, the Minister expressed her gratitude to USAID and ROLP for supporting the Ministry, and requested the extension of ROLP's support for the second year of the project. She emphasized the need to upgrade and improve the performance of the Institute of Public Administration (IPA), government services, and leadership capacity in the GOJ. USAID agreed to provide the needed support, including the enhancement of the IPA curriculum and capacity building of its staff. Attendees included Mr. Lewis Tatum and Mr. George Kara'a from USAID, and Mr. Qais Jabareen and Mr. Nabil Isifan from ROLP. Both parties agreed to sign an MOU detailing areas of support from USAID and commitments from the MOPSD. The MOU was subsequently drafted for signature, expected in January 2017.

### **1.4 Strengthen Justice Sector accountability, transparency, judicial independence and protection of human rights**

As a key to strengthening the Justice Sector's accountability and judicial independence, ROLP continued to support the Justice Sector with development of its Strategic Plan for 2017-2021, building on the foundations laid during the previous three quarters.

#### **1.4.1.1 Provide Technical Assistance to Develop Justice Sector Strategic Plan 2017-2021:**

During this quarter, the JC, the MOJ, and JIJ finalized the Justice Sector operational plan for 2017. The plan will contribute to implementation of the objectives and projects embedded in the Justice Sector's strategy for 2017-2021, which incorporates 30 projects designated for the MOJ, 32 projects for the JC, and 15 projects for the JIJ. Projects will serve the following strategic objectives:

1.a. Independent judiciary and guarantee of fair trial

1.b. Updating legislation structure

2.a. Forming balanced relations among justice sector institutions

2.b. Establishing a culture of excellence

3.a. Contributing to enhancing public confidence in the rule of law

3.b. Enhancing cooperation with civil society, media, and other public institutions



**Figure 2 ROLP DCOP and MOJ executive staff during discussion session on the MOJ Strategic Plan**

#### **1.4.1.2 Build working team's capacity through needed trainings**

ROLP also developed an M&E system that will help the JC, MOJ and JIJ technical teams to monitor their operational plan activities and document challenges and lessons learned. The M&E system forms an integral part of the Justice Sector's operational plan to track the proper implementation of projects listed therein, and provides an efficient tool for decision makers to evaluate the workflow and performance in their respective institutions. During the last week of November, ROLP's consultant provided the first on-the-job training for three MOJ staff members, including one woman, on using and engaging the M&E system. The consultant will provide two additional trainings



for JC and JJ staff. The development of the system and capacity building of GOJ staff to utilize it provides a crucial base for the success of overall Justice Sector efforts in the years to come.

### **1.5 Reduce undue influences and increase the transparency and effectiveness of the decision-making process in the operation of Judicial Council**

#### **1.5.1 Support and organize the structure of Judge's Affairs Unit to enhance the Judicial Council's administrative functioning**

Due to the annulment of the Judicial Council Administration Unit Bylaw, ROLP pushed back its plans to support the Judge's Affairs Unit to next year. This delay was necessary as all relevant interventions, including training and HR capacity building for the JC administrative staff, will have to be determined in light of any new or updated bylaw.

#### **1.5.2.2 Assess the need for providing legal publications and references and legal subscriptions**

During this quarter, ROLP conducted a needs assessment to identify the necessary legal publications, references, and legal subscriptions for judges at both the JC and the Cassation Court. ROLP contracted three publishing houses in Lebanon and Egypt to provide the resources identified in the assessment results. ROLP has received approximately 400 legal references thus far, on topics including trade and corporations, civil law, intellectual property, legal contracts and disputes, arbitration and Alternative Dispute Resolution (ARD), and preparing judgments for prosecutors in court cases. ROLP, in cooperation with the JC, will deliver the newly received references to the technical offices at the JC and the Cassation Court.

#### **1.5.2.3 Assess the need for issuing Judicial Gazette for the Cassation Court judgments**

Any legal system needs a strong case and ruling reference database that is easily accessible to government legal specialists, lawyers, and the private sector. In this spirit, ROLP conducted an assessment to determine if the Judicial Gazette of the Cassation Court judgments should be distributed only electronically or also in print version. Consultations with the technical office judges at the Cassation Court confirmed that issuing only the online Judicial Gazette is sufficient for providing judges with the case history and technical material needed for supporting their daily tasks. ROLP will enhance the JC website homepage by adding a window that directs users to the *Technical Office* icon for quick access to relevant material.

#### **- Partners and Cooperation**

During the past quarter, ROLP worked towards a great level of cooperation with the Technical Office of the Cassation Court. ROLP has been proactive in suggesting means for improving the capacity of technical offices and the administrative staff. Despite the counterpart's weak interaction for implementing activities, ROLP remained consistent in following up closely to ensure completion of ongoing activities.



## **I.6 Provide technical assistance and material support to improve justice service delivery, court and case management**

ROLP is engaged in several efforts to improve the mechanisms of justice service delivery and the management of the courts and their cases. To improve judicial efficiency and accountability, ROLP will conduct a survey about the civil case flow, beginning with the date of case registration through the disposition and execution, which will examine Justice Sector delays and how they affect the overall judicial process.

### **I.6.1 Provide needed technical assistance to enhance the courts capacity to deal with small claims cases, fast track case management and cases related to investments**

### **I.6.2 Provide needed technical assistance (legislation) to judicial mediation and private mediation**

In order to enhance the courts' capacity to deal with small claims and business-related cases, ROLP will conduct a study to improve judicial efficiency and accountability, system performance, processing of bottlenecks, and case management practices. ROLP finalized the scope of work for this activity and engaged a consultant from International Business Legal Associates (IBLAW) to implement the study.

### **I.6.3 Assist in the establishment of a Technical Office for the Appeals Court**

After examining the potential for establishing a Technical Office for the Appeals Court within the MOJ, it appears that no special bylaw exists for the Appeals Court, making it impossible at the current time to proceed with this intervention. ROLP is closely following the expected release of the bylaw and will determine appropriate interventions upon approval of the same.

### **I.6.4 Provide on-going support to the Cassation Court**

As previously noted, the Cassation Court will be the other major beneficiary, after the JC, of ROLP efforts to stock Jordanian judicial entities with appropriate legal references.

Because the JC is planning to relocate their Amman office, ROLP has temporarily suspended plans to establish a public service desk at the Cassation Court until June 2017.

### **I.6.5 Improve technical assistance and material support, improve civil and criminal execution of judgments**

#### ***I.6.5.1 Review the previous and current studies conducted by ROLP and EU.***

ROLP focused its Year I activities on providing technical assistance and material support to the prosecution department and civil execution departments in Amman. During this quarter, ROLP proceeded with implementation of the action plan set forth for improving the civil execution of judgments at the Amman First Instance Court. As the previous EU study focused solely on criminal execution of judgments, ROLP shifted its plans to review the EU study to 2017. ROLP altered its methodology for developing the action plan to focus only on civil execution of judgments by including recommendations solicited during the "Civil Execution of Judgments" workshop held in Aqaba in May 2016.

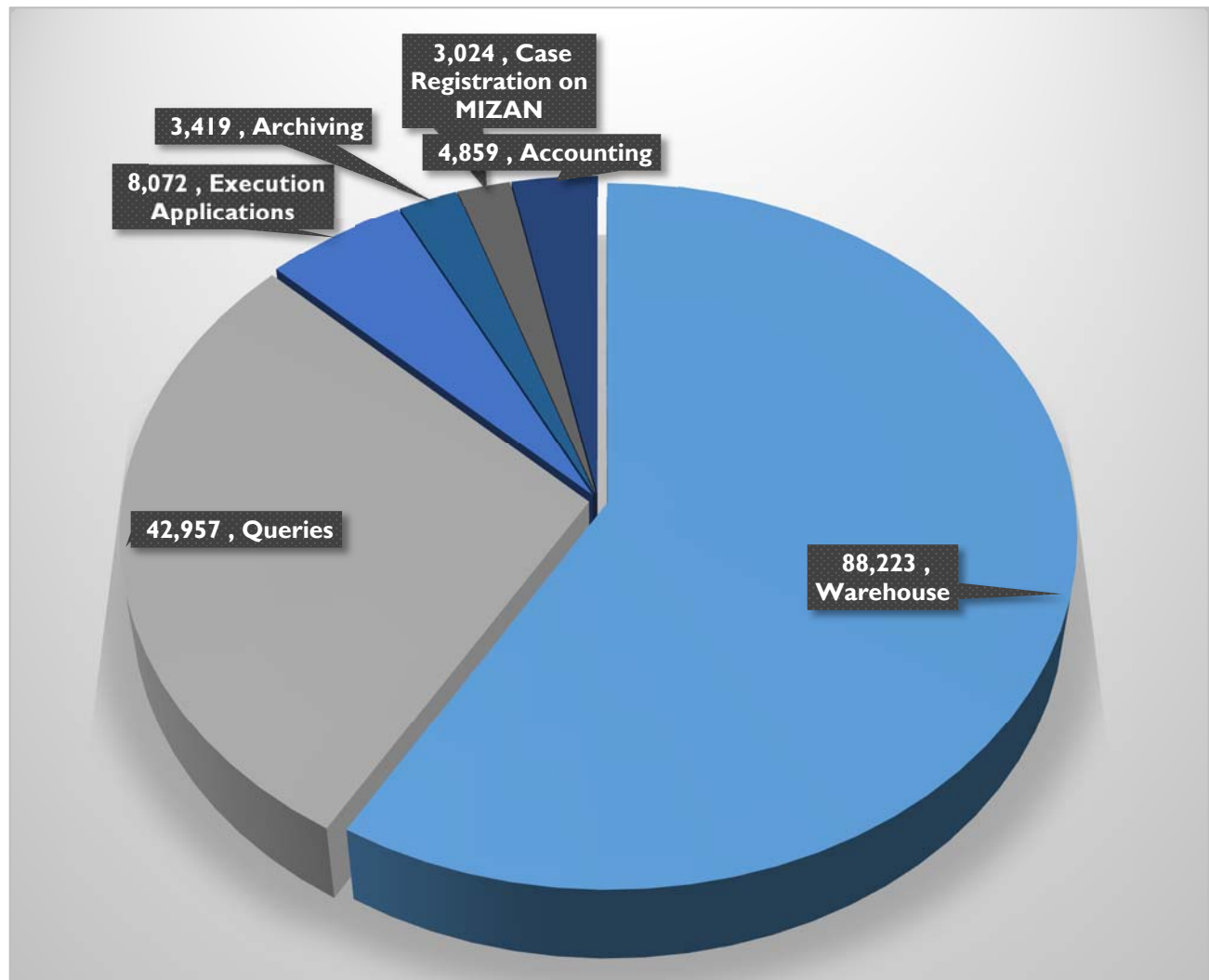
#### ***I.6.5.3 Implement the action plan in improving the process of execution of judgments for civil cases***

During this quarter, ROLP, in close cooperation with the MOJ and the Execution Department, continued to follow up extensively on the implementation of activities designed to improve the execution of judgments processes, and to simplify judicial procedures in the Execution Department at the Amman First Instance court. ROLP recruited eight additional interns to support the Execution Department employees, reaching a total of 29 interns working under the supervision of the two lawyers hired at the Execution Department. Below is a description of key results for this quarter:

- **Front Desk Queries:** The information desk in the reception area continued to receive an average of 3,573 queries per week. Overall during this quarter, ROLP interns received and responded to 42,957 queries, providing attorneys and court users with basic information on judicial procedures ranging from filing a case, to

following up on the execution of a pending case. Not having to address inquiries at the Execution Department has freed up the employees' time to focus on execution of judgments processes and on more advanced cases, thereby improving the overall efficiency of the Execution Department administration staff in providing public services.

- **Warehouse:** The case life cycle starts at the warehouse. On a daily basis, interns hired by ROLP are picking up from the warehouse shelves, a section of old and new cases dating from 1989 to mid-2011. Next, they count, revise, and verify the list of documents found in each case file and send the cases, along with the verified documents, to the archiving section for documentation and scanning. Subsequently, the cases are registered on the MIZAN case management system and scanned documents are uploaded online. The final step involves sending the case documents back to the warehouse for proper physical storage and barcoding. During this



*Figure 3 Execution Department daily duties performed by ROLP Interns*

quarter, ROLP interns supported the revision, scanning, and physical archiving of 88,223 documents, with an average of 7,113 case documents per week. Having these cases easily accessible online provides a tremendous boost to the Justice Sector and access to information for lawyers, greatly improving the efficiency and the quality of justice.

- **Archiving:** Following receipt of revised cases from interns at the warehouse, another group of interns works on scanning and stamping each document, including execution records, evidence, disclosed information on case

parties, and judge's decisions. During this quarter, 3,419 cases, with an average of 270 cases per week, were fully revised, scanned, stamped, and sent back to the warehouse for storage.

- **Accounting:** During the archiving process, the interns document and register any financial receipts and disclosures of financial information on liabilities. 4,859 financial receipts and reports were documented and registered online, with an average of 408 financial receipts per week throughout the quarter.
- **Registration on MIZAN:** Once case documents are fully revised and archived, interns proceed with registering the cases on the MIZAN case management system, though cases prior to 2011 are not yet registered on MIZAN. With ROLP support, the MOJ will now be able to guarantee the availability of old cases on the MIZAN system. For this quarter, 3,024 cases were registered on MIZAN, at an average of 246 cases per week.
- **New Appointment System:** ROLP interns continued work on the appointment system by allocating two hours per day, from 3:00 pm to 5:00 pm, to process corporate and bank lawyers' cases by providing procedural execution applications. During this quarter, the interns processed 8,072 execution applications for corporate lawyers, with a weekly average 687 applications. ROLP's support in this area will lead to a more business-friendly environment in Jordan.
- **Barcoding:** Beginning in December, ROLP introduced a barcoding system to the warehouses at the Execution Department in order to save files in an organized manner and facilitate the search for any requested case files. ROLP, in cooperation with the MOJ, divided the warehouses into two main categories: pending cases (cases under current processing and up to 6 months old) and abandoned cases (cases that have not been processed for over 6 months). Pending cases in the warehouse are further divided into three main sections: reconciliation,



*Figure 4: ROLP interns numbering archived case files according to the new barcoding system at the Execution Department Warehouse*

banks and companies, and first instance. Pending cases also include cases requested by judges or lawyers. Each case file received through the archiving operation receives a barcode that includes the number of the warehouse, box, cabinet, and shelf. ROLP and the Execution Department currently plan to apply the barcoding system to all newly archived case files.



- **Internship Workshop:** On December 6, ROLP held the “Internship Program-Achievements and Lessons Learned Conference” with the participation of USAID Deputy Mission Director Lewis Tatem and the MOJ Secretary-General Ahmad Jamailah. The conference highlighted the achievements of ROLP internship program in supporting operations aimed at improving the efficiency and quality of public services within the Jordanian judicial system. At the same time, the program benefits young professionals entering the job market by building their experience for future work opportunities within the rule of law sector.

Several interns shared their experiences during the workshop and expressed gratitude for the opportunity to learn the internal operations of the Amman Civil Execution Department. While working within the department, interns observed the full case lifecycle from initial case filing to follow-up inquiries, and through execution of judgment.



*Figure 5 USAID Deputy Mission Director Lewis Tatem (far right) giving a word of encouragement to ROLP interns.*

During their internships, many interns asserted their sense of patriotism and personal responsibility to contribute to building Jordan and serving its people by helping to improve the justice system. USAID Deputy Mission Director Lewis Tatem encouraged the interns in their future endeavors and noted how impressed he was by their character, diligent service, and personal commitment to improving their country’s judicial system and contributing to Jordan’s reform process.

Since June 2016, 29 recent University of Jordan law school graduates have benefitted from ROLP internship program. ROLP will continue to expand its internship program by building partnerships with other Jordanian universities to include new graduates from their law, IT, and public administration schools for upcoming intern cohorts.

- **E-services:** As part of the awareness campaign for the newly established e-services, ROLP, in cooperation with the MOJ and the attendance of a Jordan Bar Association representative, convened a training session at the Palace of Justice for around 200 lawyers from December 18 – 22. The training included presentations on accessing the e-services, creating an account, and how best to utilize the different services, including the registration of conciliatory cases and first instance cases, submitting procedural queries about registered cases, and accessing archived records of execution cases. The training also explained how the use of e-services will increase efficiency

for lawyers and court staff. In addition, the e-services provide a tool for transparency and accountability as lawyers have direct access to execution records and can verify their accuracy in real time.

The trainings received an overwhelmingly positive response from participating lawyers. Furthermore, the feedback ROLP collected from the lawyers during the sessions provided crucial inputs for future updates and improvements to the e-services.

The Jordan Bar Association representative encouraged lawyers to start using the e-services on the MOJ web portal and noted that the training was announced at the Palace of Justice and on social media outlets. Furthermore, ROLP staff and interns assisted the attending lawyers with creating new accounts on the web portal, enabling them to immediately begin using the e-services.

Following the training, ROLP, the MOJ Secretary-General, key staff from the MOJ, and the Jordanian Bar Association representative held a meeting to discuss a number of challenges faced by lawyers, particularly corporate lawyers, in attaining services at the Execution Department and courts in general. The Execution Department Officer was assigned to resolve the issues discussed by January 5, 2017.

- **Renovation and Process Reengineering at the Execution Department:** During this quarter, ROLP made the final selection for an engineering firm to complete the renovation work at the Execution Department. The firm divided the rooms and hallways into 14 offices for the use of two appeal commissions formed by the MOJ and approved by the JC, which include three execution judges and eight administrative staff assisting the judges' work. ROLP also furnished the offices with the necessary equipment for use by the two appeal commissions. This process reengineering comes as part of the recommendations delivered during the Civil Execution of Judgments workshop, hoping to increase the efficiency of execution of judgments handled by execution judges and commissions.
- **Standard Operating Procedures:** Upon completion of the process reengineering at the Execution Department, ROLP, in cooperation with the MOJ, started the preparation for a standard operating procedure (SOP) to unify the workflow of execution departments across all Jordanian courts. As a first step, ROLP prepared the tender to hire a technical consultant based on directions from the MOJ. The prospective consultant will develop a procedures manual for the MOJ and ROLP's review in January 2017.
- **Process Reengineering at the Execution Department of Amman First Instance Court:** As part of the Civil Execution Department action plan developed by ROLP in collaboration with the MOJ team, ROLP assisted with the development of a general design for remodeling the Civil Execution Department in the Amman First Instance Court. Accordingly, the final design and bill of quantities were developed, with the tender due for publishing in February 2017.

#### **- Partners and Cooperation**

During the past quarter, ROLP engaged with various Justice Sector entities, especially the Technical Office of the Cassation Court, taking a proactive approach in suggesting means for improving the capacity of technical offices and the administration staff. Despite the inconsistency of effort and communication from counterpart personnel, ROLP continued to closely follow up on activities and effectively monitor progress throughout the quarter.

### **1.7 Increase public demand for public accountability, transparency, rule of law and protection of human rights; and Improve justice sector abilities to comply with international and domestic commitments in public accountability**

#### **1.7.1 Enhance juvenile and disabled justice system by providing assistance to disadvantaged (also part of Component 2)**

##### **1. Improving Access to Justice and Human Rights protection for Vulnerable Populations**

In continuing to work toward the enhancement of the juvenile justice system and access to justice for PWDs, ROLP held a meeting with the steering committee including assigned liaison officers from the MOJ on November 30, 2016 to discuss the first draft of the action plan. The meeting resulted in:

- Sharing the developed action plan with counterparts
- Adjusting the suggested action plan according to the feedback and the input of the attendees
- Facilitating input regarding the agreed-upon main plan's pillars for developing a comprehensive juvenile justice system. The pillars are as follows:
  - Legislative pillar and implementing alternative sanctions in the juvenile justice system
  - Institutional and procedural pillar
  - Infrastructure and support of the initiative of establishing juvenile pilot court pillar
- Building consensus on the action plan

The Ministry required the inclusion of more services, including training on PWD rights and establishing a model court specifically to serve PWDs. Additionally, ROLP arranged a field visit on December 19, 2016 to the Palace of Justice and courts to examine the access and accommodation provided to PWDs going to court. Preliminary observations revealed that there are no minimum standards for access for PWDs either for physical court attendance or in the overall litigation process.

Building on the assessment and findings, ROLP devised an action plan to addresses accessibility and accommodation issues for PWDs, to enable their participation as active members of the legal system. The action plan will focus on the following areas:

- a. Support the construction of easy physical accessibility for PWDs according to international standards for building codes such as ramps, designated parking spaces, entrances, wide doors, waiting holes, spaces for wheel chairs, hygiene facilities, and signs in Braille
- b. Establish a customer service office within the court to guide PWDs throughout the whole litigation process in courts supported by information in Braille language and audio booths for people with visual disabilities
- c. Establish compatible “model courtrooms” equipped with needed tools and facilities such as sign language interpreters, Braille language options, audio readers, and appropriate seating
- d. Issue publications providing information in Braille language to PWDs on access to justice

ROLP submitted the action plan to USAID for review and approval, with the aim of incorporating it into the Year 2 work plan.

## **2. Increase Access to Justice through Process Re-engineering to Amman Public Prosecution Office**

Following on the work of the previous quarter, ROLP is working closely with Amman's First Prosecutor and a consultant Architect Designer, on the process reengineering for the Amman Public Prosecution Office (APPO). Upon approval of the competitively selected firm to complete this work, ROLP will begin the first phase of the process reengineering. The estimated time for implementation is four months.

The process reengineering of the APPO will increase access to justice by improving public access to the Execution Department and expediting processing times for legal requests and procedures. This will complement ROLP efforts with the same entities, facilitating the execution of those activities and enhancing results.

### **1.8 Critical judicial and public accountability processes and practices and linkages and coordination between governments and non- government actors strengthened.**

Jordan has relatively good scores on corruption from Transparency International. It ranks as the 53rd least corrupt country out of 167, placing it well within the top third of countries ranked, with only Qatar, the UAE, and Israel ahead of Jordan in the Middle East/North Africa region. However, with its score on the corruption scale dropping over the last two years to 53 from 49 and 45, respectively, corruption is still an issue in Jordan, undermining confidence in public institutions. Earlier this quarter, His Majesty King Abdullah II identified the rule of law as, “the

one factor that differentiates between a ‘developed’ and ‘developing’ nation.” In the same remarks, he explained his support for the new JIACC as integral to furthering the rule of law within the Kingdom, and vowed to ensure the rights of minorities and women. Strengthening the JIACC is one of the major tasks of ROLP and its CSO partner, the Rasheed Coalition.

**I- Start reviewing and assessing the current communication channels among all relevant national audit bodies including the Financial Security Fund, JIACC, Audit Bureau, Financial Declaration, and devise recommendations to organize and manage communication**

ROLP continued to support the JIACC in its efforts to develop the 2017-2025 National Integrity and Anti-Corruption Strategy. During this quarter, the strategy was successfully finalized and launched by the Prime Minister in commemoration of the International Anti-Corruption Day on December 8, 2016. High-level government officials and representatives from the both private sector and CSOs attended the event. The JIACC Chairman addressed an official thank you letter to USAID/ROLP for its assistance in developing the strategy.

ROLP’s strategic partnership with and support for the JIACC continues as a priority activity. Reduced corruption will facilitate every aspect of justice and legal reform through the JIACC’s leading role in ensuring the adherence to National Integrity and Anti-Corruption Strategy principles. ROLP played an active role in a series of events and activities focusing on building the internal capabilities of JIACC to build its strategy and manage the implementation of strategic goals and projects.



*Figure 6 JIACC Chairman and staff meeting with NGOs and media stakeholders for consultation on JIACC Strategic Plan*

In order to develop a comprehensive National Integrity and Anti-Corruption Strategy, JIACC and ROLP held three strategic consultation sessions with concerned stakeholders from the public sector, the private sector, NGOs, and the media to solicit feedback on the strategy. ROLP compiled and integrated all collected recommendations into the draft strategy. The consultations, attended by 163 attendees, including 34 women, resulted in a number of recommendations focusing on the importance of building the capacity of the public sector, raising awareness, mobilizing civil efforts for fighting corruption, and enhancing integrity, accountability, and transparency in the public and private sectors, as well as in CSOs.

The processes of developing the JIACC strategy was highly cooperative and carried out with a deep level of engagement from all JIACC departments. For many, this was a capacity building exercise that allowed concerned staff to meet in small groups and devise strategic goals, programs, and projects within JIACC’s mandate as stipulated in the Integrity and Anti-Corruption Law. Due to JIACC’s ownership and initiative, a comprehensive National Strategy was developed, containing 8 strategic goals, 22 programs, and 78 projects. The eight strategic goals addressed the following: enhancing the national integrity system, building advocacy and raising awareness for fighting corruption, prevention of corruption, enhancing the rule of law, reviewing existing and draft legislation to close gaps leading to corruption, building partnerships, enhancing communication, and building JIACC capacity to improve performance and maximize achievements.

Upon JIACC’s request, ROLP will support the implementation of 23 priority projects in the coming months. Efforts are underway to implement two of the projects in 2017: 1) developing social networking platforms and a JIACC website, and 2) printing and translating the strategy into English.



On December 8, 2016, Prime Minister Al-Mulki launched the National Strategy during the commemoration of International Anti-Corruption Day. In his speech delivered at the event, JIACC Chairman Al-Allaf credited ROLP for the technical support provided to the Commission during the strategy development process. He subsequently presented a letter addressed to USAID’s Mission Director in Jordan thanking USAID and expressing a desire to continue the strategic partnership in the future.

**1.10 Improve judicial capacity to serve the public and support training on integrity and anti-corruption issues**

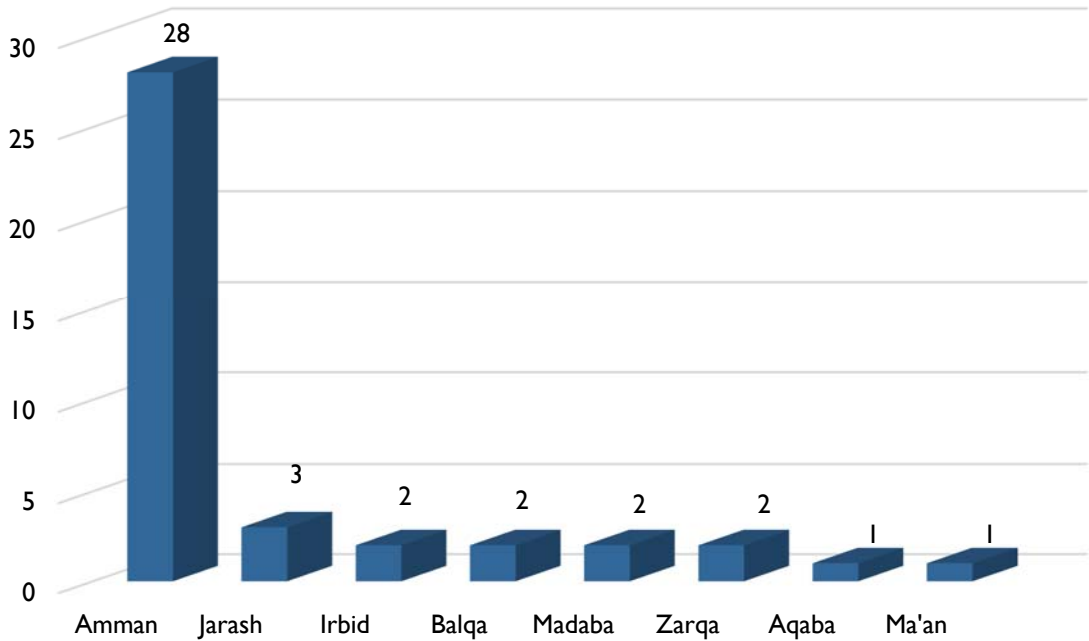
**1.10.2 Provide Specialized Trainings to Public Prosecutors’ and Attorney General in Selected Fields**

ROLP seeks to improve the efficiency, independence, and accountability of the justice sector and to provide better justice services to the public. Recognizing that a more efficient MOJ will improve the overall quality of justice delivered, this is an area of specific concern and effort for both ROLP and GOJ.

In an effort to improve the efficiency of the MOJ to achieve judicial independence and accountability and to provide better services to the public, ROLP seeks to enhance the capabilities of prosecutors and judges in specialized legal topics. During this quarter, ROLP focused on advancing crime scene management, identifying and adjudicating cyber-crime cases, and supporting specialization for both judges and prosecutors. ROLP co-hosted two training programs in November. ROLP engaged approximately 100 judges and prosecutors in specialized training throughout this quarter. The following sections provide more detail:

**I. Crime scene management and forensic evidence training**

In an effort to enhance the knowledge and capacity of Jordanian general prosecutors and judges, ROLP conducted the first series of specialized trainings in advanced crime scene management, forensic evidence, and investigative skills in Amman on November 2-3. The second series took place on November 6-7 with the participation of the Amman Attorney General Judge Ziad Al Dumour and 48 prosecutors and judges, including a 25 percent participation of female judges. ROLP ensured the participation of attendees from different geographical areas.



*Figure 7 Number of Crime Scene Management Training participants - distributed by Governorate*



The courses disseminated the latest developments in international crime scene techniques, practices in forensic laboratories, and sequential processing of evidence. The training focused on the prosecutor's role at the crime scene in detecting and handling evidence and proper chain of custody. Training topics included securing the scene, documentation techniques, evaluating and assessing the scene, types of evidence present at the crime scene, sequential processing, and competency and proficiency testing.

ROLP designed mock crime scenes (a hotel room and a car) to provide participants with hands-on experience in various stages of crime scene processing and management, as well as evidence detection, collection, packaging, and validation. During the training, prosecutors and judges actively participated in the practical exercises at the mock crime scenes, particularly in gathering evidence at the crime scene in a sequential order and in identifying and documenting errors in the collection and packaging of certain types of evidence.

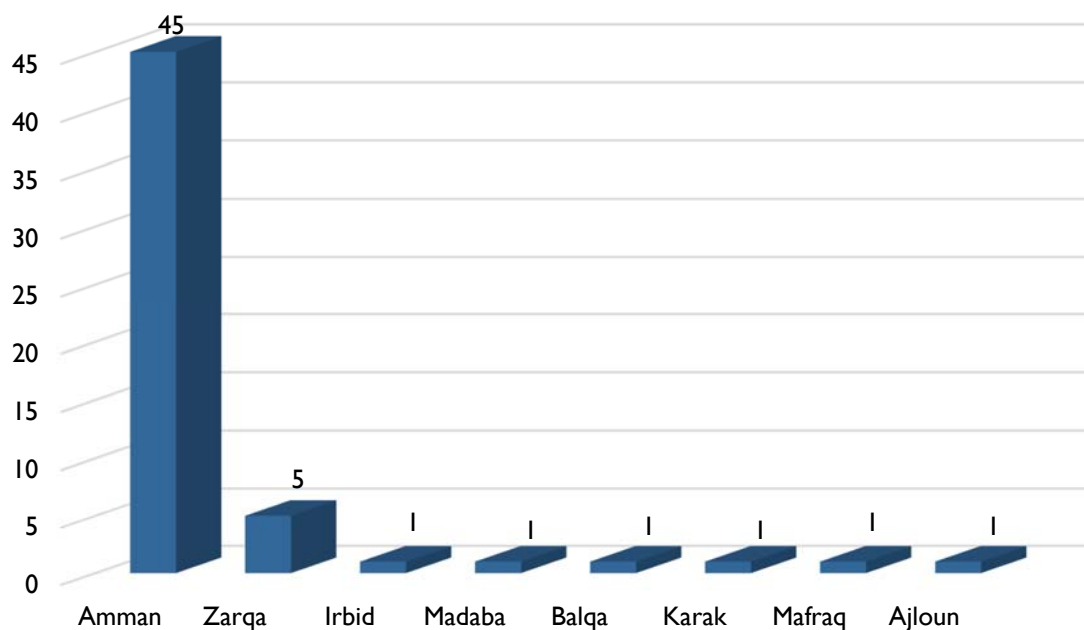


*Figure 8 General Prosecutors Hilal Al Hawamdeh (left) and Issam Al Hadidi (right) inspecting the mock crime scene for evidence with the ROLP consultant during a practical exercise at the Crime Scene Management and Forensic Evidence training*

In post-training evaluations, all participants noted the training was beneficial and improved their knowledge in the specialized topics. In particular, participants found the training methodology and use of practical exercises to be effective in developing their professional skills and encouraging their analytical thinking capacity. In particular, the practical exercises involving mock crime scenes will benefit future work in gathering evidence at crime scenes in a sequential order, and identifying and documenting errors in the collection and packaging of evidence.

## **2. Cybercrime training**

Cybercrime is an increasingly important sphere of law enforcement. In an effort to improve the MOJ's capacity in this topic, ROLP conducted a series of three training workshops in cybercrime prosecutions for 56 prosecutors and judges, including 20 women, from different geographical areas of Jordan. The training, held in Amman on November 15-17, sought to provide a strong working foundation of relevant knowledge to Jordanian prosecutors and judges regarding cybercrime prosecutions. Training topics included digital security and forensics, rules of cyber evidence, legal acquisition and examination of cyber evidence, cybercrime scene management, and contemporary challenges of digital evidence. Additionally, the training involved a review of best practices in the detection and handling of digital evidence. The training sessions improved prosecutors' abilities to support and conduct effective criminal investigations with judicial officers.



**Figure 9 Number of Cybercrime and Electronic Evidences Training participants - distributed by Governorate**

The prospective outcome of this training is an increase in prosecutors' specialized skills and improvement in capacity of judges and prosecutors to better serve the public. Pre- and post-test results exhibited improved knowledge and new skills gained in the training topics, with participating judges noting that they will utilize the information in their professional capacities.

Additional tools are required to measure the full impact of the trainings, such as the feedback from the Attorney General regarding the improvement in prosecutors' handling of specialized cases. While more advanced training is essential to reach the ultimate desired outcome, the initial trainings were a major step forward in the right direction.

Combined, both trainings covered all geographical districts of Jordan, with judges and prosecutors participating from all governorates. Female judges represented 25 percent of total attendees.

Participants expressed their gratitude to USAID and ROLP for conducting these specialized practical trainings. According to the two training evaluation surveys, the majority of participants indicated that the training was very effective and it will definitely improve their performance. In addition, most of them mentioned that they will share what they learned during the trainings with their colleagues.

#### **- Partners and Cooperation**

Counterparts at the offices of the Chief of the Prosecution Department and the Amman Attorney General's office provided all the necessary support to make this training successful.

### **1.11 Increase public demand for public accountability, transparency, rule of law and protection of human rights**

#### **1.11.1 Improve and Upgrade the Communication and Information Technology of Justice Sector's IT infrastructure**

During this quarter, ROLP continued working with the MOJ to increase its ICT efficiency and effectiveness as it relates to justice delivery. The main objective of this project is the development and implementation of a plan to enhance the IT Department of the MOJ, which is divided into four main pillars: HR, applications,

processes, and infrastructure. ROLP staff and consultants completed the assessment of the four pillars in order to make recommendations for enhancements. The assessment resulted in 12 reports as follows:

- **Human resources:** The report discusses HR within the IT department in terms of structure, functions, responsibilities, communication, competencies, and number of staff. The report further defines the baseline of HR management at the IT department in order to improve upon IT performance. The three reports that resulted from this assessment are:
  1. IT department structure and job descriptions
  2. IT team capacity building plan
  3. Roles and responsibilities manual (job title vs. responsibility)
- **Software Applications:** The reports completed during this quarter outlined the strengths and weaknesses of some of the applications of the Justice Sector, along with recommendations to enhance the overall performance of these applications and to assist the MOJ in amending them to provide easy access to the public and stakeholders in the form of e-services. The most important of these is the MIZAN application, a case management application used by the public. Application analysis reports include:
  1. MIZAN application analysis report
  2. Archiving applications analysis report
  3. Financial application analysis report
  4. HR and payroll applications analysis report
  5. Analysis report of various internal applications of the MO
- **Processes:** This analysis reviewed all procedures and the workflow of the courts in regards to case management. Expected outcomes of this analysis are still being generated and include process reengineering for courts in order to increase their performance and reduce their load in handling all types of cases, enhancing the courts' current archiving system to enable backup of day-to-day information, and developing the Ministry's web portal to include more e-services to ease stakeholders' accessibility. The following reports resulted from the assessment:
  1. As-is process documentation for technical departments (steps, responsibilities, documentation, attachments, KPIs, legalities)
  2. As-is process documentation for supporting departments (steps, responsibilities, documentations, attachments, KPIs, legalities)
  3. Services Manual documentation
- **Infrastructure:** The purpose of the infrastructure analysis report is to review the capacity and operational status of the existing hardware available at the MOJ and the courts and to assess whether they are satisfactory or if additional ICT services are needed to support operations. The report includes documenting the existing hardware available in the Justice Sector in the area of operation, identifying the gaps related to the standard services, and assessing the key ICT priorities and services. The single infrastructure report also includes an accurate estimation of the Justice Sector's current and future needs.

ROLP developed an enhancement portfolio consisting of a prioritized list of projects required to improve the level of services provided by the MOJ and to increase automation dependency. The summary report provides the estimated cost, time, and resource requirements as well as risks, constraints, and standards.

#### ***1.1.1.3 Simplify judicial procedures***

##### **1. Improve judicial independence through court enhancements**

#### **a. Optimizing the use and outreach of the MOJ e-services**

Following the establishment of the MOJ e-services on the web portal, the MOJ, with ROLP's support, published the first three e-services on the ministry's web portal this quarter:

- Registration of new public user accounts on the web portal. New users will receive their account number via an SMS sent to their mobile phone
- Submission of petitions and related documents (i.e. evidence, files, and pictures) by attorneys via the web portal for litigation purposes. Attorneys can also transfer pictures, data, and other files directly from their personal computer to the MIZAN application after receiving approval from the web portal administrator
- Simultaneous filing of a bundle of civil cases on the web portal. This function specifically targets private sector companies and banks

A key benefit of the newly published e-services is that users can complete their requests without going to the court to register a case or to follow up on a judgment's execution. Other key benefits include:

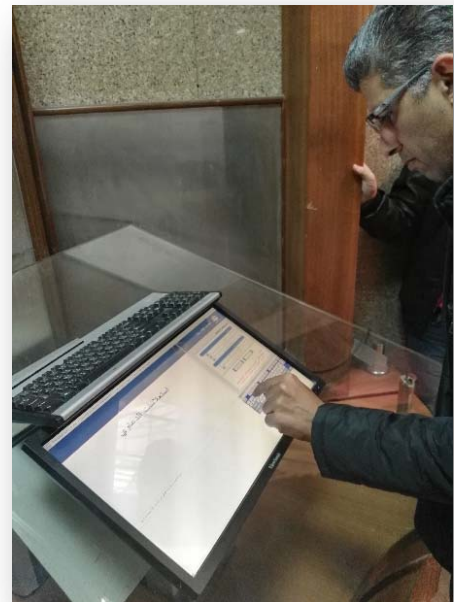
- Continuous 24x7 operations: attorneys and end users can access their case information at their convenience
- Optimization of processes for which the portal is used
- Less human intervention, providing enhanced privacy
- Freeing human resources to perform more important and skill-intensive tasks.

To introduce court users to these e-services, ROLP provided the first orientation session to interns working at the NPOJ to build their capacity to assist court users in utilizing the three e-services verifying petition requests online. ROLP estimates that 50 queries and petitions are processed per day at the NPOJ. By transferring these queries to the web portal e-services, up to 60 percent will be processed online, freeing valuable time and space at the courts' reception desks.

ROLP also seeks to provide easy access and browsing of the e-services on the web portal from any device (i.e. desktop, laptop, mobile phones). For that purpose, ROLP developed a responsive user interface linked to the web portal using an approach aimed at crafting sites to provide an optimal viewing experience: easy readability and navigation with a minimum need to resize, pan, and scroll on various screens.

Moreover, to solve the pending issue of processing court cases through the MIZAN system, ROLP trained 30 interns working at the courts to enter and manage data manually using MIZAN until a final solution for automating the process emerges.

#### **b. First Information Kiosk Installed at the NPOJ to Facilitate Public Self-Service**



*Figure 10 ROLP staff activating a kiosk terminal at the New Palace of Justice*

The MOJ requested from ROLP an automated information delivery system for dissemination of court calendars, general case information, attorney schedules, and facility maps for the NPOJ. In response, ROLP installed an information kiosk connected to the MIZAN case management system at the NPOJ on December 8. ROLP worked together with local developers to design the kiosk's underlying software, which links directly with the court's computerized information network, allowing the kiosks to retrieve requested information automatically.

The kiosk is a computer terminal featuring specialized hardware and software that provides access to information, communication applications, and public self-services for a number of tasks (e.g., online transactions). The kiosk solution, which is connected to the MIZAN case management system, makes MIZAN case data available to attorneys and other court users, improving their access to information and reducing demand on court administrative staff. The kiosk provides court users with updated information on their case files after entering their case account number. The kiosk also provides step-by-step instructions and guidance on how to use any of the e-services on the MOJ web portal, thereby also helping to raise awareness of the e-services available to court users.

As the kiosk continues to serve an increasing number of court users, thus enhancing public self-service at courts, citizens and attorneys will become more empowered to answer questions about case status as well as the status and location of hearings within the NPOJ, all without the involvement of court personnel. This will reduce the workload of court administrative staff, allowing them to deal with more advanced court cases and increasing efficiency for everyone involved.



Figure 11 ROLP staff activating a kiosk terminal at the New Palace of Justice

### c. MIZAN 2 Integration with Kiosk System

The kiosk front-end application is capable of seamless integration with back-end data systems developed under the MIZAN 2 project. It has the capability to talk with XML protocols and direct to the back-end database systems and/or intermediate business logic layer within the MIZAN system. Further, the kiosk's open N-tier application nature can cater to web service integration as well as any kind of back-end system due to its modular nature in design.

رقم الدعوى	تاريخ التتبع	سبب الحالة	حالة الاستلام	طريقة التتبع	حالة التتبع
12251622	05/02/2015	مذكره تتبع مشتت...	عدم وضوح الحوان	قسم التتبع	مكتمل
12004252	05/01/2015	مذكره الفراج		المحكمة	مكتمل
11993701	04/01/2015	طلب توديع نزلاء ...		المحكمة	مكتمل
11993687	04/01/2015	مذكره توقيف		المحكمة	مكتمل

Figure 12 Online case query using kiosk system



**استعلامات الدعاوي**

معلومات الدعوى: رقم الأساس: 04/01/2015, تاريخ الورد: 04/01/2015, تاريخ اول جلسة: 04/01/2015, تاريخ اخر جلسة: 05/04/2015, تاريخ الحكم: 05/04/2015

معلومات الأطراف: الخصم: أحمد موسى العنبريات, المدعى: أحمد موسى العنبريات

معلومات الدعوى: رقم الأساس: 04/01/2015, تاريخ الورد: 04/01/2015, تاريخ اول جلسة: 04/01/2015, تاريخ اخر جلسة: 05/04/2015, تاريخ الحكم: 05/04/2015

ملخص الحكم: 1- بالنسبة لطلب التعويض بالإنشاء... 2- بالنسبة لطلب التعويض بالإنشاء...

Figure 13 Online case hearing using kiosk system

The key advantage of the system for attorneys and end users is that it can initiate contact with visitors, providing information on MOJ services, guiding citizens and attorneys to the right place within the MOJ, NPOJ court and other courts. This advanced level of communication is a crucial element of increasing the efficiency and accessibility of court services while ensuring transparency and authenticity of information. This cutting-edge technology, which simplifies Jordanians' interactions with their legal system, will contribute to enhancing transparency, public accountability, and overall positive image of the MOJ.

On December 14, ROLP, in cooperation with the MOJ, launched the kiosk system at the NPOJ. Four large computer screens in the Palace's lobby now provide lawyers, judges, and the public with instant case information, including the court of jurisdiction, the presiding judge's name, the date and location of hearings, final judgment and disposition information, and a map of the building. Based on the success of this pilot kiosk, the MOJ is considering replicating the program at other courts in the Kingdom, further enhancing the public's access to court information and the overall efficiency of the justice system.

The below list describes the items displayed in the first release of the kiosk screens:

- General Information:** This function will lead citizens coming into the NPOJ to solutions for basic questions regarding services offered by the kiosk
- Public Inquiry:** This function will permit citizens to find basic information regarding a case, including hearing date and time and hearing room location
- Attorney Inquiry:** This function will provide attorneys secure access to their case allocation, sorted by hearing date
- Court Calendar:** This function will permit users of the kiosk to find the time and location of specific hearings. This function may be integrated with future hearing call systems employed at the court

#### d. ROLP E-services Dashboard

In order to measure the performance of the e-services on the MOJ web portal, ROLP developed a dashboard tool using Google Analytics in November. The dashboard provides disaggregated information on e-services users such as audience demographics, frequency of web portal access, number of registered sessions, average session duration, percent increase of new users, and more. Some key highlights covering the period between November and December 2016 include:

## 1) Total Execution Petition Requests

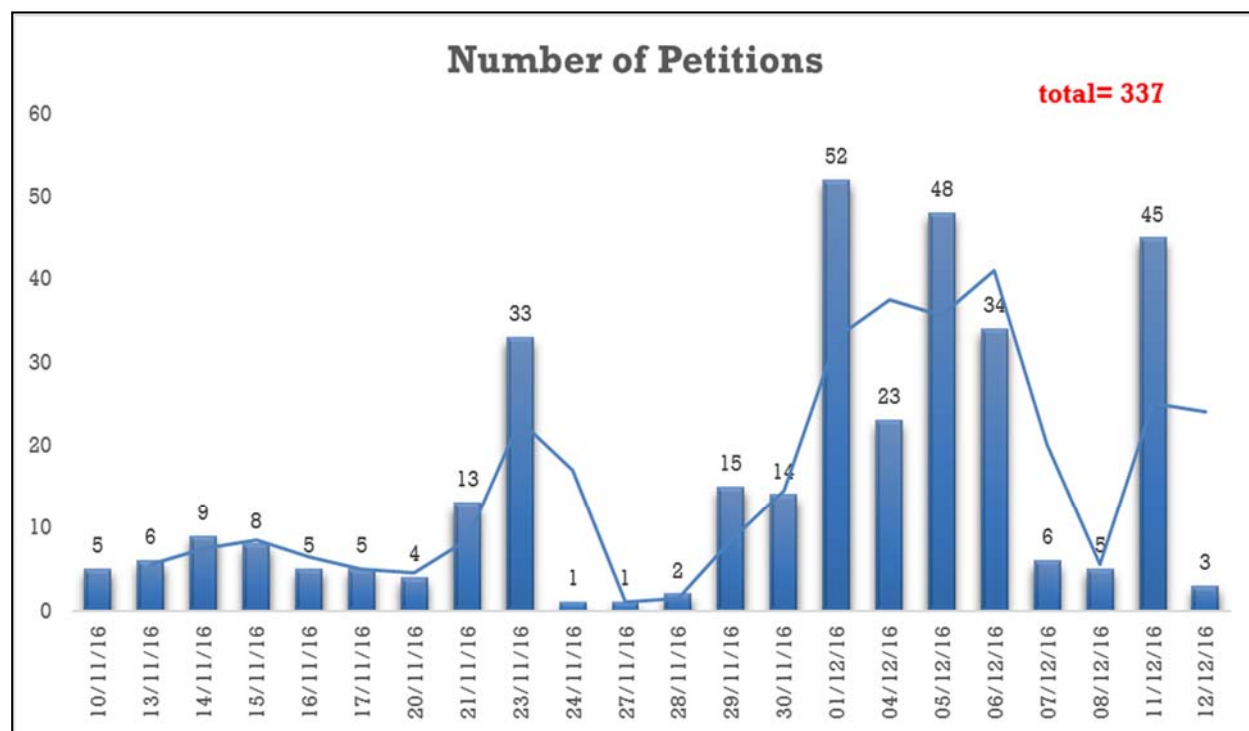


Figure 14 Total Execution Petition Requests

## 2) Total Civil Case Registration

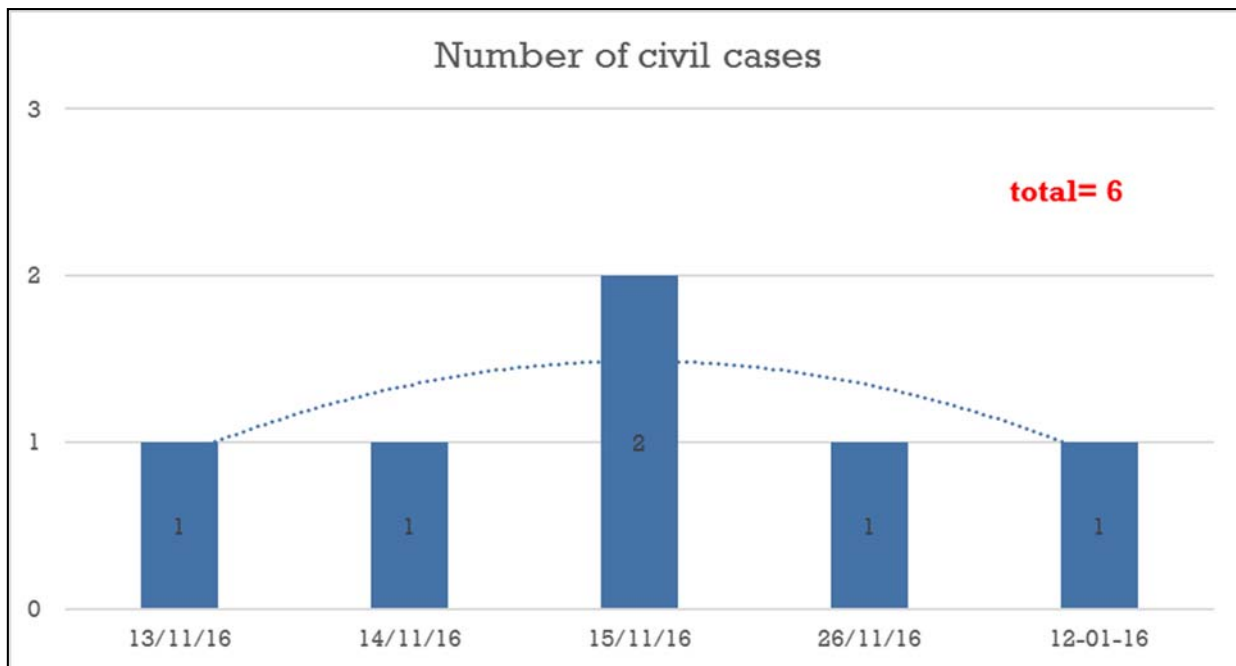


Figure 15 Total Civil Case Registration

### 3) Total New Attorney Registration

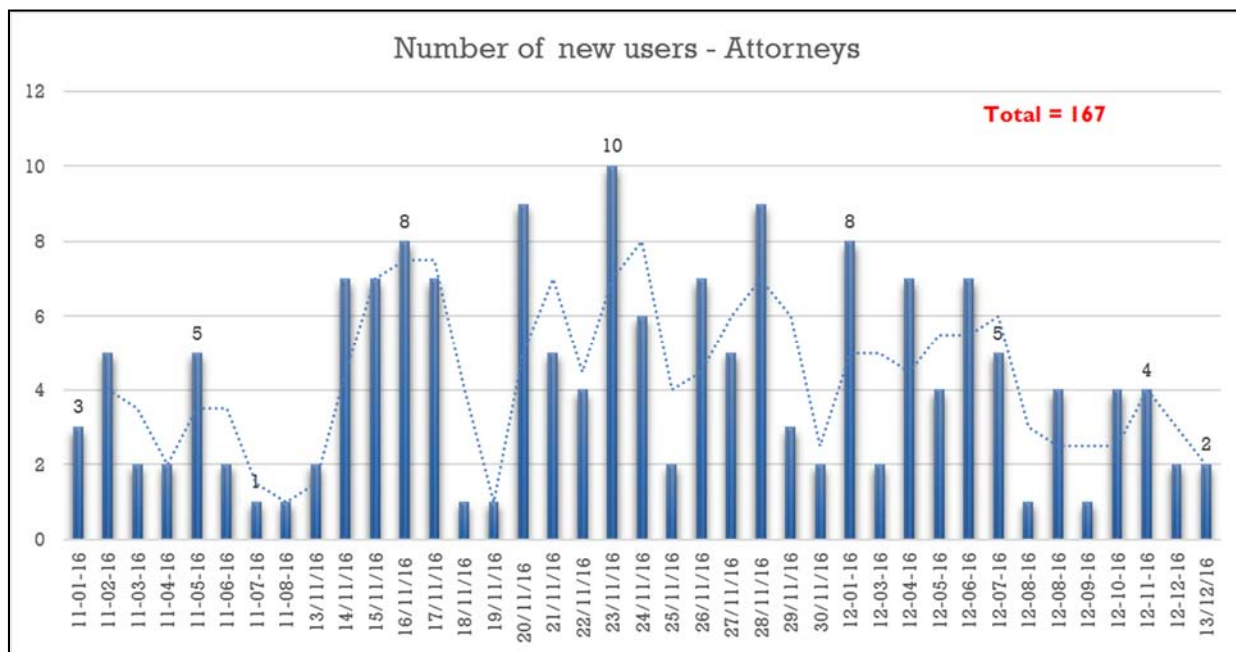


Figure 16 Total new attorney registration



#### 4) Total Citizen Registration

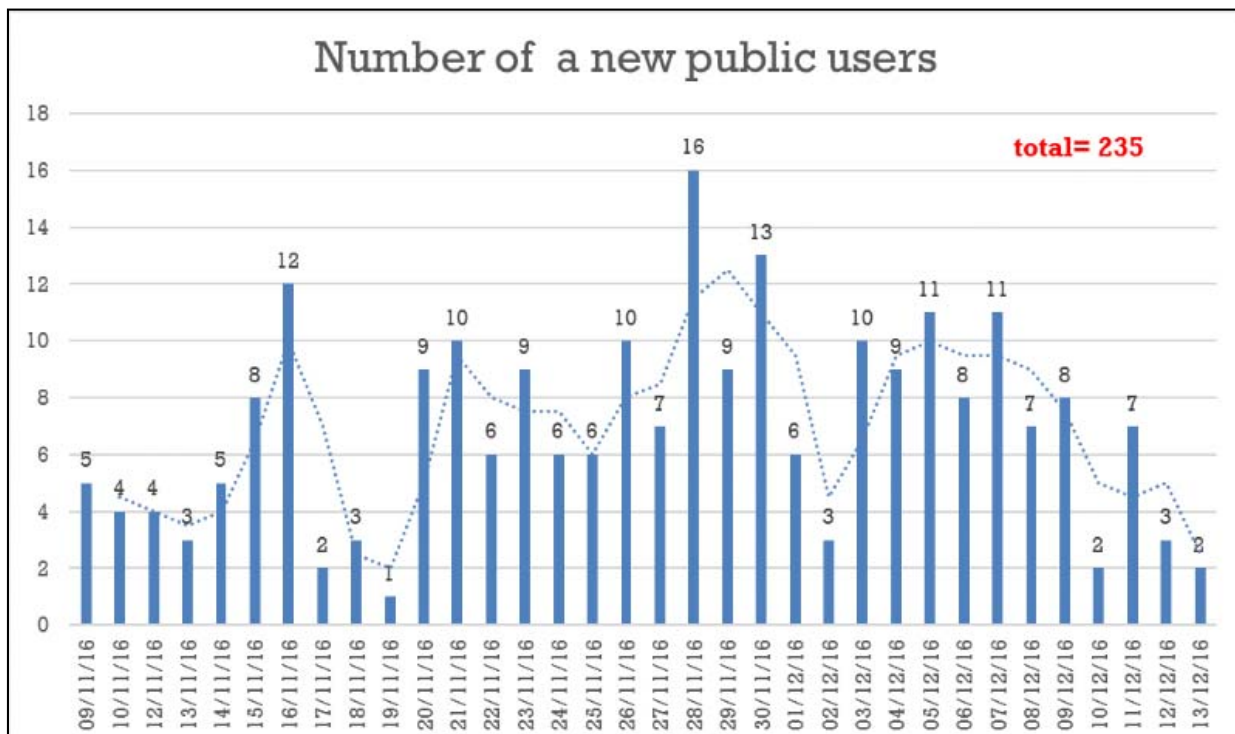


Figure 17 Total Citizen Registration

## 2. Build the capacity of IT staff

During this quarter, ROLP continued its support for IT staff at the MOJ. ROLP introduced an intensive on-the-job training model aimed at building staff capacity and providing a proper foundation in order to enable the MOJ to develop and operate its own applications. Of the more than 32 software applications currently utilized at the MOJ, 95% are outsourced for development or support. ROLP, through its IT Department, aims to decrease the outsourcing percentage to 50% during the course of this program.

The coaching model is one approach that addresses issues surrounding IT staff skills and their inability to develop and support MOJ software applications. Despite the delivery of 300 training hours during the past 5 years in various IT topics, MOJ staff have been unable to transfer the knowledge gained from the trainings into practice. Challenges with IT staff interaction are further demonstrated through proposals regarding the specific areas in application development they want to see improved, calling into attention the areas they feel are the biggest challenges with which they are faced.

In this model, ROLP is building the physical environment (i.e. servers, database, IT infrastructure) that will stimulate software development and enable MOJ IT staff to perform related IT tasks. The MIZAN case management system is an example of a program in which IT staff is receiving training. ROLP's on-the-job training methodology consists of six pillars: teamwork and communications, the how-to on data gathering for tasks/jobs identified by trainer, data analysis for tasks/jobs, software development, data software testing, and software set-up and roll-out/roll-back based on testing results.

## **COMPONENT 2: INCREASE PUBLIC DEMAND FOR PUBLIC ACCOUNTABILITY, TRANSPARENCY, RULE OF LAW, AND PROTECTION OF HUMAN RIGHTS**

### **2.1. Increase public demand for public accountability, transparency, and protection of human rights**

His Majesty King Abdullah II's support for CSOs is both important and welcomed, as his efforts, through partnering CSOs and programs like ROLP, will enable citizens to hold their government accountable through productive engagement. To this end, ROLP is working towards strengthening civil society by collaborating with various CSOs, four of which were engaged this quarter:

1. The Center for Defending the Freedom of Journalists (CDFJ) to strengthen government transparency and accountability as part of the Open Government Partnership (OGP) initiative
2. The Al Hayat Center for Civil Society Development (Al Hayat) to increase public accountability, also through OGP
3. The Arab Women's Legal Network (AWLN) to mainstream gender issues in the judicial sector
4. The Rasheed Coalition for Integrity & Transparency (Rasheed) to promote integrity, transparency, and fight corruption

Below is a description of each grant's objectives and achievements this quarter:

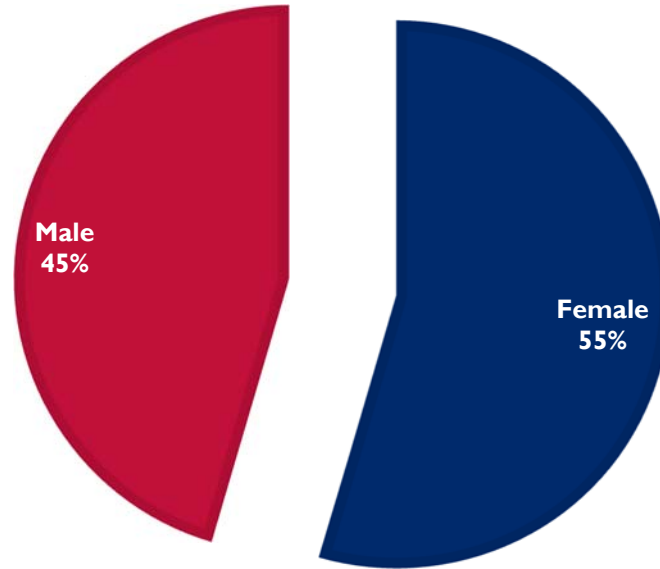
#### **1. Strengthen Government Transparency and Accountability:**

Only informed citizens' can hold their governments accountable, and to this end, access to information through accurate reporting of events, is crucial. Such openness will also facilitate and complement efforts to increase accountability, mainstream gender issues, and fight corruption.

With the release of Jordan's Third National Action Plan as part of the OGP, "Enhancement of the Access to Information Status" was laid out as the first major commitment through 2018. With the Plan's release, the need to intensify and harness efforts towards more transparent and open accessibility to information in government became clear.

In this direction, CDFJ launched its "Enhancing Transparency and Right to Know" (E'raf - KNOW) program supported through an ROLP grant award. The groundwork for this work was laid during previous quarters, enabling to move past a planning phase into an operationally active phase this quarter. The program aims to enhance transparency and boost citizens' access to information by partnering with ministries, public administrators, and government departments to develop procedures to facilitate information access.

Following E'raf's launch event CDFJ conducted a training workshop for 35 public institutions' information officers to provide an overview of the current Jordanian Access to Information (ATI) law and international best practices. Through the questionnaire distributed during the workshop, which served to measure and evaluate ATI implementation at the attendees' public institutions, CDFJ identified 16 public institutions to build their capacity for more effective implementation of ATI. Moreover, CDFJ developed an assessment tool to identify the current gaps in ATI law implementation within each of the 16 institutions, and to develop action plans to address them. Workshop attendees stressed the importance of capacity building for information officers to better serve and facilitate citizens' access to information.



*Figure 18 Percentage gender distribution of participants at training to develop mechanism to evaluate the implementation of Access to Information criteria*

One of the more pronounced results of CDFJ's continuous work on the ATI law is that access to information not integrated as part of the evaluation criteria for the KAA. Considering this, CDFJ held a two-day training workshop for eleven KACE staff on how to evaluate and assess the implementation of transparency and newly added "right to know" criteria. CDFJ/KACE cooperation will continue throughout the project's first year, as CDFJ will support KACE with developing checklists to assess these criteria and in-depth training of trainers for KACE staff.

The workshops with public institutions and KACE inspired a sequence of new activities to ensure more effective implementation of the ATI law to facilitate the realization of citizens' right to know information about their government. Subsequently ROLP and CDFJ modified the grant agreement on December 6, 2016 to expand the grant's scope of work for the first year to include the following:

1. Forming a legal committee to produce a document that reviews the existing national legal framework (laws and bylaws) that possess articles related to information privacy and prohibition of voluntary transparency
2. Preparing a guidelines manual for information classification to be adopted by the government
3. Assessing the current information management systems in 11 selected public institutions and their mechanisms for saving, archiving, and retrieving information. For this purpose, a committee will be formed comprised of the MOPSD, the Information Technology Center, and the Ministry of Communication and Information Technology
4. Starting work to develop information management systems in the selected public institutions (this work will continue into the second year of the grant)
5. Conducting training for trainers for 100 KACE liaison officers in public institutions on the mechanisms of implementing the ATI law

CDFJ conducted several coordination meetings to build links and collaborate with relevant government bodies, including the JIACC as a monitoring institution as well as the MOPSD, the Ministry of Communications and Information, and the National Information Technology Center (NITC).

CDFJ and NITC cooperation has been very fruitful thus far. The Center took serious steps to activate the ATI law within its system, assigned an information officer, and requested CDFJ's assistance in developing the information officer's scope of work. Furthermore, the NITC uploaded an information request application on its website.

Results of the assessment also noted that government/public entities do not have a unified system for records management, with each having its own private company to provide this service. The NITC offered to develop a mechanism by which, once information is classified as open to the public (not confidential), it will be automatically uploaded to the website. The NITC, in cooperation with CDFJ, will pilot this mechanism in one public institution, yet to be determined, for trial purposes.

CDFJ's accomplishments to-date reflect an important reality that a sound information classification system in government institutions is currently lacking. Each institution has its own classification guidelines that depend on the Secretary-General or the department director's decision. To address this issue, CDFJ conducted a review of 44 existing national legal frameworks (laws and bylaws) that include articles related to information privacy and prohibition of disclosure. The review highlighted 21 laws with specific articles related to information confidentiality and classification. CDFJ will utilize the results of this study along with the ATI law and the Protection of State Secrets and Documents law to develop a classification guidelines booklet conforming to international best practices. CDFJ will also collaborate with JIACC to advocate for the adoption of these guidelines by the GOJ.

In general, there has been a clear response and serious willingness from related government institutions to commit to the implementation of the ATI procedures and to adopt a proactive, rather than passive, information disclosure approach.

Another major takeaway was the need to raise awareness of the ATI law among public institution staff and the community as a whole. With ROLP support, grantees CDFJ and Al Hayat Center collaborated to complement their efforts aimed at activating the ATI law in Jordan. CDFJ and Al Hayat held a meeting to discuss possible opportunities and to avoid overlapping efforts in their website development activities implemented with governmental institutions. This resulted in the following synergies between the grantees on activities related to ATI:

1. Al Hayat will include CDFJ feedback about the technical requirements for efficient implementation of the ATI in its training with government IT officers
2. Al Hayat Center will dedicate a session for CDFJ during OGP trainings held for community-based organizations and youth to present the ATI and raise public community awareness
3. Al Hayat Center will maintain strong and constant communication with CDFJ Executive Director as an ATI expert in evaluating the government's progress in achieving the OGP commitment towards activating and enhancing the ATI

## **2. Increase Public Accountability - Open Government Partnership Initiative:**

The GOJ places great significance on its participation in the OGP initiative, which opens up aspects of governance in ways that are digestible for the average citizen. By showcasing specific as well as general information on how the government operates, OGP provides citizens with a better understanding of their government. This initiative increases overall transparency and accountability, empowering CSOs, the media, and public to work as partners with the government in reforming the system for improved and equal access to justice for all, including marginalized groups. Together, all these outcomes will help increase overall public perception of government institutions.

Building on the previous quarter's pre-award activities, ROLP and Al Hayat Center signed a grant agreement to increase public accountability through monitoring GOJ commitment towards OGP. The two-year project will continue issuing periodic monitoring reports on the government's OGP commitments and achievements. Furthermore, Al Hayat Center will engage CSOs and university youth in monitoring efforts by building their capacity to contribute to data collection and information verification on the government's OGP performance.

During its second year, the project will target parliamentarians to advocate for the needed efforts to complete the GOJ's legislative OGP commitments.

This quarter, Al Hayat began research to prepare the periodic OGP report for the first half of 2016. It formally contacted 18 public institutions to collect data on progress towards achieving their specific OGP commitments. Only two public institutions responded on time and sent their progress reports. Al Hayat has encountered continued challenges in collecting the required information, as public institutional cooperation is relatively slow and the content is weak.

Parallel to this effort, Al Hayat commenced desk research on 52 commitments to be included in the report. Al Hayat expects to hold stakeholder meetings by the end of January 2017, with the intent of releasing the first 2016 report in February 2017.

### **3. Mainstream Gender in the Judicial Sector:**

Gender remains a critically challenging issue in Jordan, particularly in the judicial sector. During this quarter, ROLP selected AWLN for a grant to mainstream gender issues, awareness, and sensitivities in the Judicial Sector. ROLP Grant Review and Evaluation Committee convened in October to evaluate the proposal submitted by AWLN and provided feedback and comments for revision. Following completion of budget negotiations and a pre-award risk assessment, ROLP intends to award a grant towards the beginning of next quarter.

The overall goal of this project is to support pioneering female legal practitioners. The project proposes to empower women working in the legal profession through the creation of a "Legal Salon" offering opportunities for women to meet and discuss challenges and lessons learned with a network of legal professionals from different levels and specialties. The Legal Salon will also offer a set of training programs to enhance women's legal and managerial capacities, and to raise awareness of the challenges faced by legal women practitioners, equipping women in the profession with important skills to access equal opportunities.

### **4. Establish a strategic partnership with Rasheed Coalition for Integrity & Transparency:**

Complementing the efforts of the JIACC, ROLP is supporting Rasheed Coalition in pursuing its own efforts to increase transparency and combat corruption from the grassroots level. ROLP provided technical assistance to Rasheed in order to strengthen its internal systems for improved measurement of transparency and enhanced ability to empower citizens to do the same.

During this quarter, ROLP hired a consultant through its subcontractor, The Kaizen Company, to conduct a needs assessment, involving external and internal analysis, for Rasheed Coalition. In partnership with Rasheed's Board of Director, the consultant supported Rasheed with the development of key organizational strategic priorities through 2020. The needs assessment highlighted four areas of focus for organization: rule of law, active citizenship, public sector performance, and business environment. ROLP, USAID, and Rasheed reached a consensus on the importance of expanding Rasheed's thematic areas to include public awareness and monitoring of government performance on transparency, accountability, and anti-corruption issues, in addition to its primary focus of promoting transparency and integrity.

In addition to the revised strategic plan for 2017-2020, ROLP supported Rasheed with the development of a communication plan, a fundraising plan, and a capacity-building plan. The revised strategies identified four priorities for Rasheed's organizational planning for 2017-2020:

1. Promote concepts and practices of integrity, transparency, accountability, anti-corruption, and enforcement of good governance principles
2. Establish and lead an anti-corruption coalition
3. Raise public awareness about principles of transparency and social accountability
4. Strengthen Rasheed's organizational capacities

Pending USAID approval, ROLP and Rasheed agreed on support for the following suggested activities:

1. Provide technical assistance to JIACC for preparation of sectoral studies to identify vulnerability to corruption
2. Support the JIACC by providing specialized technical trainings to interpret the Global Integrity Index, prepare executive work plans regarding the index, and measure the integrity in government institutional practices
3. In cooperation with JIACC, develop the Government Effectiveness and Good Governance Index and measure it on a periodic basis
4. In cooperation with JIACC, prepare a university curriculum about the principles and practices of integrity
5. In cooperation with the Companies Control Department, develop clear processes and guidelines for non-for-profit companies to obtain foreign funding

## **2.2. Strengthen the Government of Jordan's accountability, transparency, judicial independence and protection of human rights**

### ***1- Providing Technical Assistance to the Human Rights Governmental Team:***

Through a team of human rights specialists embedded in the various government sectors, GOJ and ROLP hope to produce a greater awareness of, and ability to, protect and promote human rights throughout the GOJ, with the aim of avoiding the pitfalls of a solely top-down approach.

Building on the assessments and action plan from the previous quarter, ROLP consultants supported HRGT to conduct a comprehensive technical needs assessment study. The objective of the study was to identify the capacity building priorities relating to organizational structure, internal procedures, job descriptions, internal communication channels, a complaints system, training needs, and knowledge of international human rights conventions. Based on results from the study, ROLP included certain activities as deliverables for the HRGT, comprised of 112 liaison officers embedded in all government bodies.

On November 14, 2016, ROLP met with the Human Rights Unit at the Prime Ministry to receive final feedback and reach an agreement on the HRGT technical needs assessment report. ROLP subsequently revised and submitted the final technical needs assessment to USAID for review on November 17, 2016. The report covers the HRGT functions in five main areas: legal identity, training, HR, complaints system, and gender and people with disabilities.

The assessment applied specifically to 73 liaison officers representing the HRGT, including 19 females and 54 males, operating in the public sector and governmental entities across Jordan. Key conclusions from the report are as follows:

1. The assessment resulted in a number of recommendations and an action plan to improve and enhance the HRGT's technical skills, experiences, and capacities.
2. As an ongoing activity, ROLP reflected the following activities in HRGT's plan for Year 2:
  - a. Develop internal and external communication methodology for the HRGT
  - b. Develop a clear and specific methodology for following up on complaints of human rights violations
  - c. Implement the suggested training courses identified in the assessment study according to beginner, intermediate, and advanced levels

The final assessment effectively identified areas for improvement and will support enhancement of HRGT capacities, work performance, and experience in the coming year. Despite the HRGT's lack of resources and empowerment, a reality that at times hampered cooperation with ROLP, HRGT and the government coordinator in the Prime Minister's office expressed their gratitude to USAID and ROLP for this support. The teams committed to continuous cooperation in the future, building upon the strong relationships established throughout the assessment process.

## **COMPONENT 3: INTEGRATING ACTIVITIES AND RESULTS INTO OTHER USAID PROGRAMS**

### **3.1 Create linkages to foster collaboration and joint efforts between various USAID programs**

#### **3.1.2 *Improve the process for resolving disputes resulting from elections in Jordan in cooperation with International Foundation for Election Systems:***

The handling of electoral complaints in Jordan is primarily hindered by a lack of knowledge on the electoral procedures and complaints process, as exhibited by political parties, candidates, and observer groups, in addition to the public. The key to successful electoral dispute resolution is effective inter-institutional interaction and cooperation between the IEC and the Judiciary, in addition to knowledge of dispute resolution process.

During this quarter, ROLP, in collaboration with the IFES, continued to work closely with the IEC on improving their operations and the services to the public.

ROLP is developing a new website for the IEC using a smart user interface that will result in a user-friendly and more informative website. The website will include a feature allowing users to ask questions and receive answers on a 24/7 basis. Additionally, ROLP continued its work this quarter on developing IEC's social media platforms and increasing public outreach. ROLP is supporting development of a mobile application that will allow the public to file complaints to the IEC.

ROLP also supported the process of organizing IEC warehouses, which included the procurement of new tracking and shelving systems and hiring of interns to support a range of archiving tasks. ROLP also supported capacity development of IEC staff this quarter, by enrolling 20 employees for English Language courses.

## **MONITORING AND EVALUATION**

### **1. ROLP Activity Monitoring, Learning and Evaluation Plan (ALMEP)**

During this quarter, ROLP received the USAID feedback on the revised program monitoring, learning, and evaluation plan (newly-labeled as AMLEP) and results framework submitted at the end of October. ROLP finalized the AMELP based on Mission recommendations and resubmitted for approval.

### **2. ROLP Baseline Surveys**

#### **A. National Perception Survey**

This quarter, ROLP worked with subcontractor To Excel to obtain approval for survey implementation from the Department of Statistics and the Ministry of Interior. ROLP encountered a delay of two months in obtaining security approval. ROLP and To Excel conducted surveyor training workshops on December 18-19, 2016, with the participation of all field workers—data collectors, field supervisors, ROLP field supervisors, data quality assurance managers, and field managers. ROLP facilitated the introductory sessions about ROLP objectives and interventions, the justice sector, legal and judicial terminologies, and the National Perception Survey objectives. ROLP also provided detailed explanations of the structured questionnaire survey tool, overall themes, and survey questions to ensure a unified understanding among all field workers prior to commencement of data collection. To Excel conducted a pilot study to pretest the survey instrument, surveyors' capabilities, and field methodology before the starting of the actual data collection, which is set to begin in January 2017.

#### **B. Courts Users Survey**

ROLP finalized the Courts Users' Survey reports and submitted them for USAID approval this quarter. Key findings illustrate the need to improve processes and procedures for better service delivery in the First Instance Court. Survey results showed that the majority (88.8%) of participating lawyers believe that the duration of the litigation in the courts is too long, attributing this to a variety of reasons, including the complexity of procedures relating to litigation, lack of an appropriate number of lawyers and judges, and delays within the notifications process.



## **a. Implementation Challenges and Modifications Made/Issues Addressed from Last Quarterly Report**

### **1- Support to Judge's Affairs Unit shifted to year 2017 work plan**

During this quarter, ROLP moved the support planned for the Judge's Affairs Unit to enhance the JC's administrative functioning to 2017. This was a result of the annulment of the Judicial Council Administration Unit Bylaw. This delay was necessary as all relevant interventions, including training and HR capacity building for JC administrative staff, will have to be determined in light of any new or updated bylaw.

### **2- Gender Integration**

During this quarter, ROLP saw an increase in the number of women participants from the highest levels of the Justice Sector and the MOPSD. ROLP specialized legal training workshops for judges and prosecutors included 25% female participation, while the MOPSD Advanced Leadership Program witnessed female participation preaching around 55%.

ROLP will continue to focus its efforts towards furthering women's access justice services and supporting empowerment to claim their rights through legislative change, change in social attitudes, and addressing stereotypes against female judges and female engagement at high levels of the Judiciary.

### 3. PLANNED ACTIVITIES FOR NEXT QUARTER

#### b. Proposed Tasks and Activities for the Next Quarter

**Table 1: Activities Planned for the Next Quarter**      **Date: January – March 2017**

<b>Component 1</b>
<b>Institutional Enhancement Team at the Ministry of Public Sector Development</b>
Signature of MOU between MOPSD and USAID regarding the upgrade of the IPA
Initiate the work on IPA upgrade
Revise and improve the framework of the leadership training program
Initiate the work on improving the services of selected GOJ entities
Conduct the "as is" analysis and develop recommended "to be" process and structure for the Amman First Instance Court (AFIC)
Conduct a workshop with MOJ and others from AFIC to discuss results of the as is analysis and get high level suggestions for improvements on processes and structure
Revise classification of courts and develop a new updated one
Continue work on governance guide, this will include conducting several consultation sessions
Training of MOPSD staff and selected GOJ entities on the new guide and assessment tools
Initiate the work on establishing the Institutional Performance management unit at MOPSD
Training of 12 MOPSD employees on the KAA criteria assessment with focus on accountability and transparency
<b>Component 1</b>
<b>Justice Sector</b>
Follow up on the activity related to the enhancement of the juvenile justice system and PWDs access to justice (1.7.1.1;1.7.3)
Continue working on the process reengineering for the Amman Public Prosecution Department to finalize the implementation of phase two of the project, and work more closely with Amman First Prosecutor on procedure manual (1.8.2.1-1.8.2.3)
Develop a procedures manual, with the support of a consultant for unifying work processes across all execution departments in Jordan.
In conjunction with the MOJ, start planning for awareness campaigns to boost the access and use of e-services on the MOJ web portal
In cooperation with the MOJ, conduct a two-days training workshop for Execution Department of NPOJ staff on procedures and guidelines related to processes using the e-services
In cooperation with the MOJ, conduct a training session for attorneys on utilizing the MOJ e-services
In cooperation with the MOJ, work on developing description cards for the different types of e-services and procedures related.
Develop awareness campaign plan for boosting the use of e-services among the Jordanian public, including the design, production and printing of brochures
<b>Component 2</b>
<b>Human Rights Governmental Team</b>
Implement the suggested training courses identified in the HRGT assessment study according to beginner, intermediate and advanced levels
<b>Ministry of Social Development</b>

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Conduct training needs analysis

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Review and update the law governing the operation of MOSD

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Design internal communications and methodology to support improved communications and coordination among MOSD departments and sub-units and the Ministry's stakeholders

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Review and improve existing processes and unify them to be used in all sub-units

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Support the development of e-services

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### **Grants**

Center for Defending the Freedom of Journalists:

Continue the coordination and follow up with the 16 targeted public institutions on their implementation progress regarding the Access to Information activation.

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Prepare the Information Classification guidelines and arrange for high-level meetings with the government to present the guidelines and advocate for formal adoption by the GOJ.

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Assess the information management systems in 5 public institutions and develop and action plan for its improvement.

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Initiate meetings with parliamentarians to advocate for the Access to Information Law amendments.

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Al Hayat Center:

Continue the data gathering and information collection to prepare the 2016 first half independent progress report

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Publish the 2016 first half independent progress report

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Arab Women Legal Network (AWLN):

ROLP expects to award the grant by end of January, to commence on February 2017.

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Rasheed Coalition

ROLP expects to award the grant by end of February, to commence on March 2017.

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### **Access to justice for Persons with Disabilities**

Support the construction of easy physical accessibility for PWDs according to international standards for building codes such as ramps, designated parking space, entrance, wide doors, waiting holes, space for wheel chairs, hygiene facilities, signs in Braille

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### **Support to Jordan Integrity and Anti-Corruption Commission**

Develop Social Media Platforms

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Building JIACC website

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IT Master Plan

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Capacity Building and Training

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### **Component 3**

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Conduct specialized English courses for IEC staff.

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Enhance IEC's warehouses located in Sahab.

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## 4. ANNEXES

### Annex I Performance Data Table of Indicators and Targets (PDT)

Indicator	Disaggregation	Frequency of Data Collection	Data Collection Method	Baseline	FY 2016 Targets	Actuals FY 2016	FY 2017 Targets	Actuals Q1 FY 2017	FY 2018 Targets	FY 2019 Targets	FY 2020 Targets	Life of Activity Targets	Actuals To Date	Comments
<b>ROLP GOAL: Rule of Law and Public Accountability Strengthened</b>														
1.Percent of respondents who perceive improvements in the ROL aspects on which USAID is focused (M 2.2.b)	Sex, age, disability	Baseline, midline, and Endline survey	National Survey	TBD	TBD	N/A	TBD	TBD	TBD	TBD	TBD	TBD		Data collection will start Jan 5, 2017
2.Number of laws, policies and regulations that will lead to reforms in democratic accountability supported by USG (M 2.b)	Laws, policies, regulations,	Annually	ROLP Records Reviews	0	0	N/A	1	0	1	1	0	3		
<b>IR 1: Judicial Independence and Effectiveness Enhanced</b>														
1.a Ease of Doing Business Rank (Enforcing Contract)	N/A	Annually	World Bank Group	124 Enforcing Contract (2016)	0	124	2	N/A	2	2	2	8		
1.b World Justice Project (WJP) Index	N/A	Annually	WJP	.56 (WJP 2015)	2%	0.59	2%	N/A	2%	2%	2%	10%	.59	
<b>Sub IR 1.1 Judiciary Independence Improved</b>														

Indicator	Disaggregation	Frequency of Data Collection	Data Collection Method	Baseline	FY 2016 Targets	Actuals FY 2016	FY 2017 Targets	Actuals Q1 FY 2017	FY 2018 Targets	FY 2019 Targets	FY 2020 Targets	Life of Activity Targets	Actuals To Date	Comments
1.1.a Percent of respondents who perceive improvements in judiciary performance as result of USG assistance	Respondent (lawyers, citizens) and Sex	Annually	Court Users' Survey	0	0	39%	10%	N/A	10%	10%	10%			
1.1.b Number of action/operational plans for justice sector reform adopted with USG assistance (M 2.2.1.a)	Plan	Annually	ROLP Records Reviews	0	3	3	3	0	3	3	3			

**Sub Sub IR 1.1.1: Judicial sector compliance with international standards improved**

1.1.1.a Number of USG-assisted courts with improved case management systems (M 2.2.1.b) (DR 1.5-1)	Court type	Annually	ROLP Records Reviews	0	0	N/A	3	0	2	2	2			
1.1.1.b Percent change of respondents' satisfaction with enforcement of judgment efficiency	Beneficiaries and Sex	Semi annual	ROLP Records Reviews	29%	20%	29 %	25%	N/A	25%	25%	0%	100%		

**Sub Sub Sub IR 1.1.1.1: Justice Sector personnel capacity enhanced**

1.1.1.1.a Number of judicial personnel trained with USG assistance (M 2.2.1.c) (DR. 1.3-1)	Judges/ Admin personnel	Quarterly	ROLP Records Reviews	0	100	214	50	101	50	50	50			
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**Sub Sub Sub IR 1.1.1.2: Justice Sector Institutional Capacity strengthened**

1.1.1.2.a Number of new/improved legal courses or curricula developed with USG assistance	Curricula type	Annually	ROLP Records Reviews	0	0	N/A	1	0	1	0	0			
1.1.1.2.b Number of standard procedures adopted by judicial	N/A	Quarterly	ROLP Records Reviews	0	5	3	5	5	5	5	5			

Indicator	Disaggregation	Frequency of Data Collection	Data Collection Method	Baseline	FY 2016 Targets	Actuals FY 2016	FY 2017 Targets	Actuals Q1 FY 2017	FY 2018 Targets	FY 2019 Targets	FY 2020 Targets	Life of Activity Targets	Actuals To Date	Comments
sector in compliance with international standards														
1.1.1.2.c Number of public facility spaces accessible to persons with disabilities developed with USG assistance	Disability	Annually	ROLP Records Reviews	0	0	N/A	3	0	3	3	3	12		

**Sub Sub IR 1.1.2 Laws and regulations to enhance judicial independence reviewed and amended**

1.1.2.a Number of laws, regulations, policies and procedures designed to enhance judicial independence and effectiveness supported with USG Assistance (M 2.2.1.a)	Laws, policy, regulation procedure	Annually	ROLP Records Reviews	0	0	N/A	1	0	1	1	0	3		
1.1.2.b Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level (F GNDR-I) (M 4.2.a)	Laws, policy, regulation procedure	Annually	ROLP Records Reviews	0	0	N/A	1	0	1	0	0	2		

**IR 2 GOJ Accountability and Transparency Strengthened**

2.a Corruption Perception Index Score	N/A	Annually	Transparency International (TI)	53 (TI 2015)	0	53	1	N/A	1	1	1	4		
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**Sub IR 2.1 Accountability and transparency are Effectively Implemented in Public Sector**

2.1.a Number of GOJ entities adopting the standard accountability, transparency and anti-corruption	Procedure	Annually	ROLP records reviews	0	0	N/A	3	0	3	3	3	12		
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Indicator	Disaggregation	Frequency of Data Collection	Data Collection Method	Baseline	FY 2016 Targets	Actuals FY 2016	FY 2017 Targets	Actuals Q1 FY 2017	FY 2018 Targets	FY 2019 Targets	FY 2020 Targets	Life of Activity Targets	Actuals To Date	Comments
procedures developed as result of ROLP assistance														
2.1.b Number of action/operational plans for anti-corruption commission reform adopted with USG assistance	Plan	Annually	ROLP records reviews	0	0	N/A	2		2	1	0	5		

**Sub Sub IR 2.1.1 Public Sector Institutional capacity equipped to implement accountability, transparency and anti- corruption international standards**

2.1.1.a Number of government officials receiving USG supported training by type of training and trainees	Officials/training type	Quarterly	ROLP records review	0	100	211	50	74	50	50	50	300		
2.1.1.b Number of GOJ entities adopting the access to information new developed process	GOJ entity	Annually	ROLP records review	0	0	N/A	5	0	5	5	5	20		
2.1.1.c Number of standard accountability, transparency and anti-corruption procedures developed to be used across public institutions/entities (M 2.2.2.a)	Entity	Quarterly	ROLP records review	0	0	6	5	0	5	5	5	20		

**IR 3 Public demand for accountability, transparency, ROL, and protection of human rights increased**

3.a Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support (M 2.2.3.a)	Location, NGO, owner sex	Annually	ROLP records reviews	0	0	N/A	3	0	1	1	1	6		
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Indicator	Disaggregation	Frequency of Data Collection	Data Collection Method	Baseline	FY 2016 Targets	Actuals FY 2016	FY 2017 Targets	Actuals Q1 FY 2017	FY 2018 Targets	FY 2019 Targets	FY 2020 Targets	Life of Activity Targets	Actuals To Date	Comments
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**Sub IR 3.1 Public awareness and advocacy for accountability, transparency, protection of HR increased**

3.1.a Number of USG-assisted campaigns and programs to enhance public understanding, NGO support and media coverage of public accountability, transparency and judicial independence	Campaign type	Annually	ROLP records reviews	0	0	N/A	2	0	2	1	0	5		
3.1.b Percentage of participants with increased level of knowledge and understanding of gender equality principles and women's rights as a result of USG interventions (M4.1.a)	Participants' gender	Annually	ROLP records reviews	0	0	N/A	10%	0	10%	10%	10%	10%		
3.1.c Number of USG-supported community meetings and educational events that expand social dialogue on gender equality (M 4.1.b)	Location	Annually	ROLP records reviews	0	0	N/A								
3.1.d Number of USG-funded organizations representing marginalized constituencies trying to affect government policy or conducting government oversight (M 2.3.2.a)	Location	Annually	ROLP records reviews	0	0	N/A								

Indicator	Disaggregation	Frequency of Data Collection	Data Collection Method	Baseline	FY 2016 Targets	Actuals FY 2016	FY 2017 Targets	Actuals Q1 FY 2017	FY 2018 Targets	FY 2019 Targets	FY 2020 Targets	Life of Activity Targets	Actuals To Date	Comments
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**Sub IR 3.2 NGOs monitoring/oversight of GOJ performance in accountability, transparency and HR enhanced**

3.2.a Number of interns from university students who participated in accountability, transparency and HR programs implemented by ROLP	University, sex	Quarterly	ROLP records review	20	20	29	10	0	10	10	10	60		
3.2.b Number of effective advocacy initiatives that resulted in the change of a legal procedure, bylaw or legislation (M 2.3.b)	N/A	Annually	ROLP records review	0	0	N/A	1	0	1	1	0			
3.2.c Number of training days provided to journalists with USG assistance, measured by person-days of training	Trainees gender	Quarterly	ROLP & Grantees records review	0	0	N/A	5	0	5	5	5	20		
3.2.d Number of human rights defenders trained and supported (M 2.2.3.b) (DR 6.1-2)	Gender, Location	Quarterly	ROLP & Grantees records review	0	0	N/A	20	0	20	0	0	40		

**Cross Cutting**

XCI Number of workshops, awareness raising, or events conducted with ROLP support to increase knowledge/skills	Topic, gender	Quarterly	ROLP records review	0	15	12	10	4	10	10	10	55		
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Indicator	Disaggregation	Frequency of Data Collection	Data Collection Method	Baseline	FY 2016 Targets	Actuals FY 2016	FY 2017 Targets	Actuals Q1 FY 2017	FY 2018 Targets	FY 2019 Targets	FY 2020 Targets	Life of Activity Targets	Actuals To Date	Comments
XC2 Number of assessments and research studies supported by ROLP	Assessment type	Annually	ROLP records review	0	10	16	3	2	3	2	2	20		
XC3 Number of partnerships established by ROLP with other USAID/Jordan IPs, government sector, public sector, universities, NGOs	Partners	Annually	ROLP records review	0	1	2	2	0	1	0	0	4		
XC4 Number of communication and advocacy materials created with ROLP support	Material type	Annually	ROLP records review	0	0	0	2	0	2	2	2	10		
XC5 Number of public entities created/renovated for better service delivery purposes with ROLP support	Entity type	Annually	ROLP records review	0	2	2	2	0	1	1	1	7		

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**(b) Sub-award Details**

<b>Subcontractor</b>	<b>Amount</b>	<b>Period of Performance</b>	<b>Description</b>
Integrated Standard Solutions	[REDACTED]	February 15, 2016 – August 14, 2020	Technical assistance on rule of law and public accountability issues to other USG sector activities. Provides expertise in IT and e-government, process reengineering, and performance monitoring
Deloitte Consulting, LLP	[REDACTED]	February 1, 2016 – November 14, 2020	Technical assistance in the areas of public accountability systems, processes, practices, mechanisms, and tools. Provides further capacity building to government and other counterparts in areas including but not limited to: meeting anticorruption standards, strengthening financial management, and internal and external audits, etc.
3G Engineering Consultancy, LLC	[REDACTED]	August 14, 2016 – January 15, 2017	Architectural and engineering design services to include schematic design, production of drawings and sketches, and cost estimations for the renovation of the Execution of Judgements Department project
Kaizen Company	[REDACTED]	August 18, 2016 – August 17, 2020	Expert resource with successful experience in Jordan on development of human and institutional capacity development and organizational assessments
To Excel Consulting	[REDACTED]	September 1, 2016 – December 28, 2016	Implementation of a household survey to collect data on public perception towards the rule of law in Jordan and GOJ performance and service delivery
Ahmad Abu Dari EST	[REDACTED]	October 23, 2016 – January 25, 2017	Construction and renovation services and commodities at the General Prosecution Department in Central Amman, Jordan



## Annex III Management and Administrative Issues

### Personnel

Over this quarter, ROLP had the following personnel changes:

Status	Name	Position	Effective Date
New Hire	Rania AlDaqqaq	Office Manager	December 2016
Separation	Ahmad Abu Al Joud	Accountant	December 2016

### Modifications and Amendments

On August 21, ROLP requested to withdraw the budget realignment that was submitted in March 2016 in order to make further adjustments based on updates in ROLP staffing, program activities, and subcontracts. ROLP anticipates resubmitting the budget realignment request around the time of the Year Two Work Plan submission in November.

## Annex IV Success Stories

### Success Story Number 1



## SUCCESS STORY

### Annual Leadership Program Supports Government's Investment to Crystallize Human Capital Institutional Capacity



Government officials using different communications' techniques in the exchange of information during a communications skills training as part of the Leadership Capacity Building Program.

States that seek to keep pace with global economic competition, democratization, and the information revolution must properly allocate and use human and material resources to meet the highest standards of public performance. Reform efforts now focus more on *governance*, than *government* to transform the bureaucratic state into a more efficient and interactive institution that can provide quality services to citizens. This dynamic approach requires a new outlook on government planning methods, strategies, partnerships and mechanisms.

Over the past two decades, King Abdullah II and the Jordanian Government specifically the Ministry of Public Sector Development (MOPSD), have improved public services and developed human and financial resources to meet standards of excellence by using tools that enhance the rule of law, accountability, transparency, decentralization, and public-private partnerships. These enhancements largely depend on the capacity and performance of qualified human capital in the public sector, particularly at the higher levels of organizational hierarchy. The MOPSD sought to build the necessary leadership and professional capacities by conducting a Leadership Capacity Building Program for public servants with the support of the USAID Rule of Law Program (ROLP).

The Leadership Program ran from May to November 2016 in a four-part series, with each course ranging from two to five weeks. It targeted mid-career government employees from 30 government departments spanning various sectors across the Kingdom. The Program built the capacity of potential leaders by providing up-to-date knowledge, best international practices and tools in the areas of strategic planning, institutional performance management, project management, human resources management, economic and finance policies, gender based budgeting, communication and presentation skills, negotiation management, change management and ethics for public servants.

A total of 157 government employees, approximately 20 percent of which were women, participated in the Leadership Program. The geographical distribution of participants included 40 participants from the south, 54 from the north and 63 from the middle region.

Participants provided positive feedback about the knowledge and practice gained during the training. One participant commented, "The course material enabled me to better structure my knowledge of management and leadership. It also enriched my methods for planning and budgeting to make precise and solid decisions."

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## Success Story Number 1 - Continued



### SUCCESS STORY

#### Leadership Annual Program Supports Government's Investment to Crystallize Human Capital Institutional Capacity



*MOPSD Secretary General Abdullah Al Qudah stated that the Leadership Capacity Building Program is part of the national strategy for human resource development in coherence with King Abdullah II's directions to consider it as a national investment.*

At the closing ceremony, engineer Thamer Rousan noted, "This program responded to the urgent need to develop unique leadership and institutional capabilities among public sector employees. On behalf of my fellow participants, we vow to lead this change process for government institutional support."

In his speech, MOPSD Secretary General Abdullah Al Qudah stated that the Leadership Program is part of the national strategy for human resource development in coherence with King Abdullah II's mandate to consider it a national investment. He reminded the audience of the growing importance of continuing education for public sector employees which will contribute to providing higher quality service to citizens.

By virtue of the Leadership Program and the continuing strategic partnership between USAID/ROLP and the Government of Jordan, government official trainees can immediately enrich their departments by sharing the knowledge and skills they have gained. More importantly, this investment in human capital ensures a prepared cadre of future government leaders who can readily contribute to improved service, performance, accountability and transparency in the Jordanian public sector for years to come.

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## SUCCESS STORY

### ROLP Advances the Supervisory Role of Prosecutors in Crime Scene Management



General Prosecutors Hilal Al Hawamdeh (left) and Issam Al Hadidi (right) inspecting the mock crime scene for evidence with the ROLP consultant during a practical exercise at the Crime Scene Management and Forensic Evidence training.

*"In Jordan, crime scene management falls under the supervision of prosecutors who usually arrive at the crime scene after the police. The absence of working groups comprised of prosecutors and judicial officers has at times led to the loss or contamination of transient and physical evidence during collection and transport of material to the criminal labs. Establishing efficient mechanisms and communications between the Judiciary and the Criminal Investigation Department is imperative for securing evidence at the crime scene,"* noted Felony Prosecutor Issam Al Hadidi.

Public prosecutors play a vital and important role in investigating and processing the crime scene. This includes supervising the preliminary investigations of forensic doctors and crime scene police who collect evidence at the crime scene, securing the scene, validating the sequential processing of evidence, and monitoring and verifying forensic reports for in-depth criminal investigations. Several Jordanian general prosecutors attribute their knowledge of crime scene management to accumulated years of experience and practice at crime scenes, however they note few opportunities to receive training updates on new innovations and best practices in the forensic field.

In an effort to enhance the knowledge and capacity of Jordanian general prosecutors and judges, ROLP conducted a training on advanced crime scene management, forensic evidence and investigative skills in Amman on November 2-3, 2016 with the participation of Amman Attorney General, Judge Ziad Al Dumour, and 18 prosecutors and judges. The course provided the latest developments in international crime scene techniques and practices in forensic laboratories and sequential processing of evidence. ROLP also designed a mock crime scene to provide participants with hands-on experience in various stages of crime scene management including evidence detection, collection, packaging, and validation.

Training participants provided positive feedback noting that information learned during the course, particularly the practical exercises at the mock crime scene, will benefit their future work in gathering evidence at the crime scene in a sequential order, and identifying and documenting errors in the collection and packaging of evidence. As Prosecutor Hashem Al Hassan commented, *"The course material enabled me to better structure my knowledge of managing crime scenes. The training also enriched my methods for monitoring and verifying forensic reports to ensure the accuracy of documented evidence."*

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## SUCCESS STORY

### ROLP Advances the Supervisory Role of Prosecutors in Crime Scene Management



*Judges Faten Al Rawashdeh (center left) and Bayan Al Omrat (center right) validating the proper packaging and sequence of collected evidence from the mock crime scene.*

In Jordan, there is only one female prosecutor despite the great desire and availability of qualified women judges. Representing 25 percent of participants, five women judges attended and remarked that the training benefited them by enhancing their ability to examine and validate forensic reports necessary in executing judgements. They pointed out that this was their first opportunity to be exposed to up-to-date crime scene knowledge and practice such as sequential processing and documentation techniques for different types of evidence. Judges Faten Al Rawashdeh and Bayan Al Omrat commented that the training will improve their ability to review, and if needed revise forensic reports when issuing judgments, validate the accuracy of documented evidence and present questions to forensic doctors and technicians when they perceive flaws in reported evidence.

ROLP will build on the success of this training by providing other specialized courses for prosecutors and judges such as cyber-crime management, juvenile case investigation and other topics as identified through coordination with the Ministry of Justice and the Judicial Council. Through building the skills of prosecutors and judges, ROLP seeks to improve the efficiency, independence, and accountability of the justice sector and to provide better justice services to the public.