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USAID/Rule of Law Program

Final Report

November 15, 2015- July 14, 2021

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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

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ACRONYMS AND ABBREVIATIONS

ACC	Amman Chamber of Commerce
ACI	Amman Chamber of Industry
API	Application Programming Interface
APPO	Amman Public Prosecution Office
ATI	Access to Information
AWLN	Arab Women's Legal Network
CCD	Companies Control Department
CCTV	Closed-Caption Television
CDFJ	Center for Defending Freedom of Journalists
CED	Civil Execution Department
COP	Chief of Party
COR	Contracting Officer's Representative
COVID	Coronavirus Disease
CSB	Civil Services Bureau
CSO	Civil Society Organization
DRG	Democracy, Human Rights and Governance
GLC	Government Leaders Center
GOJ	Government of Jordan
GS	General Secretariat
GSC	Government Services Complex
HCD	Higher Council for the Rights of People with Disabilities
IBLAW	International Business Legal Associates
ICAT	Institutional Capacity Assessment Tool
IEC	Independent Elections Commission
IPA	Institute of Public Administration
IPDU	Institutional Performance Development Unit
IT	Information Technology
JC	Judicial Council
JIACC	Jordan Integrity and Anti-Corruption Commission
JIJ	Judicial Institute of Jordan
KAA	King Abdullah II Award
KACE	King Abdullah II Award Center for Excellence
KPI	Key Performance Indicator
LOB	Legislation and Opinion Bureau
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MOA	Ministry of Agriculture
MODEE	Ministry of Digital Economy and Entrepreneurship
MOITS	Ministry of Industry, Trade, and Supply

MOI	Ministry of Interior
MOJ	Ministry of Justice
MOPSD	Ministry of Public Sector Development
MOSD	Ministry of Social Development
MOU	Memorandum of understanding
MPWH	Ministry of Public Works and Housing
NCHR	National Center for Human Rights
NGO	Nongovernmental organization
NPOJ	New Palace of Justice
OGP	Open Government Partnership
PESTLE	Political, Economic, Social, Technological, Legal, Environmental
PWD	People with Disabilities
ROLP	Rule of Law Program
SAN	Storage Area Network
SEO	Search Engine Optimization
SOP	Standard Operating Procedure
SRS	Software Requirements Specification
SSC	Social Security Corporation
SSO	Single Sign On
SWOT	Strengths, Weaknesses, Opportunities, Threats
TIP	Trafficking in Persons
TOT	Training-of-Trainers
UNCAC	United Nations Convention Against Corruption
USAID	United States Agency for International Development
WMS	Warehouse Management Systems

TETRA TECH

I. EXECUTIVE SUMMARY

1.1 Overview

The United States Agency for International Development (USAID) Jordan Rule of Law Program (ROLP) commenced on November 15, 2015 and finalized on July 14, 2021. The Contract was implemented by Tetra Tech DPK (Tt DPK) with support from a series of largely local subcontractors and grantees[1], short-term experts, and a highly qualified project technical, operational, and administrative support team.

The goal of the Project was to help local institutions and systems to achieve sustainable progress by leveraging existing capabilities and resources to strengthen democratic accountability and effective rule of law through improved public accountability and rule of law institutions, more effective systems and processes, and increased civic and private sector participation. The theory of change of ROLP held that *If we provide support appropriate to the Jordanian context,* we can help build local confidence, capabilities, and momentum for more effective and accountable public institutions, a strengthened rule of law that safeguards the rights of all, and an engaged citizenry.

Three objectives organized project activities:

Component 1: Strengthened Government of Jordan Accountability, Transparency, Judicial Independence, and Protection of Human Rights. This component consisted of a comprehensive and wide-ranging series of interventions focusing on working with key governmental institutions to help strengthening their respective capacities to be more accountable to the public that they serve.

Component 2: Increased Public Demand for Public Accountability, Transparency, Rule of Law, and Protection of Human Rights. This component supported civil society organizations (CSOs) engaged in monitoring and advocacy through grants and technical assistance. The focus was to help build the Government of Jordan's (GOJ) ability and willingness to provide transparent and accountable decision-making and everyday functioning. This bottom-up approach examined and monitored governmental protection of human rights with particular attention on justice and rule of law, with a particular a focus on traditionally disadvantaged populations including women, people with disabilities, and youth.

Component 3: Integrating Activities and Results into Other USAID Programs. This component focused on integrating activities and results into, and with, other USAID programs through close coordination with other USAID programs across sectors as well as with other donor programs operating in Jordan. Opportunities for integration with other

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[1] Integrated Standard Solutions, Deloitte Consulting, 3G Engineering Consultancy, Kaizen Company, To Excel Consulting, Ahmad Abu Dari EST, High Hawks Technology Co., General Computers & Electronics Co., Imagine Technologies, IMKAN for Multi Construction Enterprises, Wosool Management & Technology Consulting, National Computer Company - OPTIMIZA Jordan, Autographics, Mostaqbal Engineering & Environmental Consultants, Technology Engineering & Contracting Co., Al-Awadi for Scaffolding & Prefabricated Houses, Azmi Zuraiqat & Partner for Contracting, Abu-Ghazaleh & Co. Consulting (TAG-Consult), Qisar Contracting Company, International Business Legal Associates (IBLAW), Arab Orient Insurance – GIG

programs arose in areas including promotion of gender-based and youth programming.

1.2 Operational Structure and Operating Methods

The Project's operational structure and operating methods flowed through a central project office that worked collaboratively with initially named, and eventually expanded, counterparts providing technical assistance, training, mentoring, and facilitation to assist these institutions and their staffs to assume greater responsibility in charting the way forward in their journey to self-reliance.

Throughout the Project, team members, especially in the areas of developing technological solutions, were periodically embedded in counterpart institutions. From the start, the Project focused on collaboratively establishing mutual priorities and goals for USAID assistance between the supported institution and the project team consistent with the scope of work of the ROLP Project and contract. Team members, with USAID review and approval, worked closely with staff in each institution to ensure that assistance provided was timely and responsive to identified needs and priorities.

The major Jordanian institutions supported by ROLP over the life of the project included:

Institute of Public Administration (IPA),
Civil Services Bureau (CSB),
Companies Control Department (CCD),
Ministry of Social Development, Legislation and Opinion Bureau (LOB),
Ministry of Digital Economy and Entrepreneurship (MOSDEE),
Public Sector Development unit under the Prime Ministry,
Ministry of Foreign Affairs (MFA),
Petra News (the state's official news agency),
Ministry of Interior, National Center for Human Rights,
Ministry of Justice (MOJ),
Judicial Council (JC),
Jordan Integrity and Anti-Corruption Commission (JIACC), and
Judicial Institute of Jordan and the GOJ team on human rights.

1.3 Major Results and Accomplishments

The Final Report details the major results and accomplishments of ROLP. Overarching results that impacted many of the above, and other institutions, are described in the following summary. Consistent with the Project's focus, the major results and accomplishments are divided into two parts: 1) work with the justice sector and 2) with other GOJ institutions, although assistance was closely coordinated and integrated with each counterpart institution:

Support to the Justice Sector

Improved justice sector institution operations

- Supported laws, regulations, bylaws, and procedures designed to enhance judicial independence by supporting the development and of passage of the following new laws: Civil Execution law, Justice independence law, and Secretary General Unit bylaws
- Supported MOJ in establishing three Government Services Complexes (first of their kind in the Kingdom) to provide 80 services from 10 different government entities under one roof. The complexes significantly improve access to justice and services for the citizenry and reduce the need to appear at various institutions to achieve results

- Supported the establishment of Jordan's first Juvenile Court incorporating physical accessibility design for persons with disabilities (PWDs) in accordance with international standards for juvenile court facilities and the American with Disabilities Act.
- Supported the establishment of a General Secretariat (GS) at the Judicial Council (JC), dedicated to managing judicial affairs, training and specialization, planning, finance and budgeting, and communication and media to promote the independence of the judicial branch and improve the branch capacity to effectively oversee finances, human resources, infrastructure, and other support functions.
- Process re-engineered and enhanced Civil Execution Departments (CED) across the Kingdom through archiving and barcode systems, improved facilities, and re-engineered workflow, resulting in significant reductions in delay in executions and resolution of long-pending executions.
- Process re-engineered and enhanced the Amman Public Prosecution Office (APPO) by reorganizing workflow, upgrading the physical infrastructure and equipment, and establishing effective systems for archiving documents and safeguarding evidence.
- Supported the establishment of Technical Offices and improved infrastructure and equipment at the Courts of Cassation and Appeal to improve case management and reduce delay.

Improved and Upgraded the Justice Sector's Information Technology (IT) infrastructure

- Developed 61 e-services to facilitate the work of MOJ and the courts, and provided servers, printers, and hundreds of laptops and desktops, distributed to various courts and entities across the Kingdom to improve efficiency and connectivity. These efforts benefited the public by significantly reducing wait times, and often the need to physically appear in court.
- Provided a remote trial system, which is the first of its kind in Jordan; and reduced the need to physically transfer inmates while respecting their rights.
- Improved established processes, procedures, organization and archiving and barcode systems, as well as queuing and appointment systems at various CEDs across the Kingdom resulting in significantly reduced wait time for execution of judgements.
- Upgraded the Mizan 2 case management system, the backbone of effective management of court workloads throughout the Kingdom, to include new components of Mizan 3. Upgrades include automated fees calculation and deposits system (case fees), judicial inspection, dashboards, and statistical reports. The project supported 124 improvements and developments required by the judiciary and the Ministry of Justice to the current system.
- Developed a Judicial Council website and an online system for the Judicial Institute for Judges to allow relevant citizens to apply for a judicial competition online

Support to Jordanian Public Institutions to Improve Transparency and Accountability and Overall Effectiveness

- Implemented process re-engineering of the Institute of Public Administration functions including the *Institute of Public Administration Strategy for 2020-2022* development, branding and communication strategy and a monitoring and evaluation (M&E) system, drafted new by-laws, organizational structure, human resources and employee reallocation plans, operating and pricing plans, business model and training modules,

helped launch the Government Leadership Program, and completed re-engineered the interior and exterior of IPA building, provided furniture and equipment.

- Provided technical support to Civil Services Bureau (CSB) on linking institutional performance to individual performance and conducted a workload analysis to enhance the efficiency of the CSB in managing the workforce in government institutions.

- Supported the National Center for Human Rights with strategic planning, building a new interactive website with new images to create an improved hub for awareness and communication on human rights issues. Supported a new Updated National Plan for Human rights to enable the organization to better protect human rights and provide legal services to those in need.

- Supported development of the *Ministry of Social Development (MOSD) Strategy for 2017* and automated 21 services for various institutions resulting in improved access and services to the users of government agencies. Provided orientation and capacity building sessions for relevant staff to continue to implement this mission. Provided publicly available educational videos uploaded on the MOSD website to illustrate how to use the e-services, and training to MOSD staff responsible for processing automated services to sustain technical support of existing e-services. Supported MOSD's IT infrastructure by providing desktop computers, scanners/printers, servers, and firewalls.

- Supported the Governorate Council of Jordan to develop 12 websites, one for each governorate in Jordan, to provide public information and services across governorates and enhance public accountability and transparency within Jordanian regional government entities.

- Assisted the Independent Elections Commission in improving the electoral process by establishing a Regional Training Center specialized in electoral processes, in partnership with relevant local, Arab, and international organizations, as well as introducing warehouse management systems (WMS). Procured equipment to ensure effective and transparent elections in the Kingdom.

Involvement of Civil Society through Grants to Enhance the GOJ transparency, integrity and transparency

- Through a grant to Rasheed for Integrity and Transparency, ROLP worked to raise the awareness of more than 1,000 school students on concepts of favoritism and nepotism and how to fight corruption in daily life.

- Through a grant to Center of Defending Freedom of Journalists (CDFJ), ROLP improved public information and education in 22 targeted institutions including appointing information officers, uploading the information request online, installing Access to Information (ATI) law instructions boards amongst others. The result has been a dramatic increase in citizens' information requests increased from 36 requests in 2016 (when the program started) to more than 3,000 requests during years (2017-2019).

- Printed and distributed over 2,500 stories on anti-corruption and transparency to children across the Kingdom.

- Launched the Innovation Award for the public sector with the participation of 104 public entities, out of which 22 were shortlisted, and two won the award.

- Completed two sectoral strategies for the energy and health sectors, and a guide on developing future sectoral strategies to respond to the national strategy.

- 600+ qualified assessors registered in the Assessors Relationship Management (ARM) System.

Mainstreaming and Addressing issues of Gender, Persons with Disabilities and Youth in GOJ

- Through a grant to the Arab Woman Legal Network (AWLN), ROLP helped to bridge the professional gap between female and male judges by enhancing the technical capacities for over 700 female legal practitioners, support female practitioners in career advancement, and opening greater opportunities for growth and participation in the decision-making process.
- Worked with justice institutions to create a professional and productive environment for female judges and lawyers to discuss an array of technical legal issues and express professional legal opinions without the reluctance or resistance they can experience in front of their male colleagues.
- Prepared and qualified 29 public sector youth leaders to advance their careers and meet government qualifications for leadership positions, leading the change by providing specialized trainings in leadership and good governance.
- Supported the justice sector in accommodating the needs of people with disabilities through building ramps, installing braille language signage, developing and approving a sign language legal glossary, and renovating bathrooms and elevators to better accommodate persons with disabilities.

1.4 Recommendations and Considerations for Future USAID Support

In reviewing ROLP's achievements and looking ahead to continued USAID support for Jordanian institutions, specifically opportunities to improve government accountability and transparency and the rule of law, Tt DPK provides the following recommendations and considerations for structuring future support:

Attention should be given to the legal and regulatory framework. During the project, some activities requested by counterparts and to which ROLP had committed resources, required changes in legislation or the regulatory framework that was not in place. The lack of permissive legislation substantially impeded implementation of these requested activities. Planning for future activities, it will be critical to assess and evaluate current legislation and any necessary changes. Early attention to identifying needed changes, and then support for the legislative and/or regulatory process through identified advocates, developing model legislation drawn on international examples can be helpful, especially given the time required to achieve legislative change and pave the way for the implementation of related technical activities.

Importance of developing both institutional and individual staff commitment to change and overcome resistance. Throughout the implementation of an expansive institutional reform project, it is inevitable to encounter counterparts, both the institutions and individual staff members, who are resistant to change. It is critically important to recognize that this phenomenon is normal in both developed and developing country environments. Tt DPK recommends incorporating approaches, methodologies, and activities to thoughtfully address resistance and convert the resistance to more positive commitment and advocacy.

Critical to this conversion is a well-qualified project staff with experience working with key counterparts and who work quickly to resolve obstacles that may undermine the path forward. Ensuring project planning reflects local institutional priorities and goals versus

imposed Project-based priorities is essential to encouraging adoption and commitment from institutions and individuals and ensuring successful and sustainable change.

Upgrading E-Services and IT Infrastructure. Outdated IT equipment and systems posed an ongoing challenge to planning and implementing IT-related interventions. Equipment and systems frequently required upgrade prior to the development or enhancement of e-services. It is crucial that future USAID support focus on counterparts continuing to manage and maintain Project supported and developed e-services to ensure long-term sustainability. With upgraded infrastructure mostly in place in many GOJ institutions, the focus of continued USAID support should shift from direct infrastructure support to dedicated activities building IT capacity including training IT staff to maintain programs, equipment, and develop in-house e-service and other IT application development.

Recognize and incorporate the need for flexibility. Like many countries, Jordan often goes through changes in leadership. Ministers change frequently and government staff transfer between entities, resulting in changes to management priorities and commitment for ongoing and planned activities. To increase efficacy and impact of future USAID support, projects should adapt to these changes and strive to work collaboratively with counterparts to ensure the commitment of new leadership and maintain implementation progress.

Program activities should include strategic communication approaches to make citizens aware of positive activities that are underway. Studies demonstrate that Jordanian citizens have low levels of trust in government and its performance, largely due to the perceived lack of transparency and accountability in government operations. Through multiple targeted interventions, including developing and enhancing government websites and media strategies, creating interactive social media accounts and applications (such as "At Your Service" "بخدمتكم"), and enforcing the Access to Information Law, ROLP supported counterparts to rebuild and expand public trust. These initiatives enjoyed positive impact and provide a foundation of public confidence on which to build. Future USAID support should expand on these efforts to improve public awareness of and support for GOJ initiatives.

1.5 Organization of the Final Report.

The final report is organized as follows:

I. Executive Summary

II. Project Introduction

III. Accomplishments and Results

IV. Activities and Implementation

V. Financial Report

VI. Appendices

II. PROJECT INTRODUCTION

2.1 ROLP Overview

Activity Details	
Item	**Reasoning**
Activity Name	Rule of Law Program (ROLP)
Name of Prime Implementing Partner	Tetra Tech DPK
Contract/Agreement Number	AID-OAA-I-13-00036/AID-278-TO-16-0001
Name of Subcontractors/Sub-awardees	Subcontracts: Integrated Standard Solutions, Deloitte Consulting, 3G Engineering Consultancy, Kaizen Company, To Excel Consulting, Ahmad Abu Dari EST, High Hawks Technology Co., General Computers & Electronics Co., Imagine Technologies, IMKAN for Multi Construction Enterprises, Wosool Management & Technology Consulting, National Computer Company-OPTIMIZA Jordan, Autographics, Mostaqbal Engineering & Environmental Consultants, Technology Engineering & Contracting Co., Al-Awadi for Scaffolding & Prefabricated Houses, Azmi Zuraiqat & Partner for Contracting, Abu-Ghazaleh & Co. Consulting (TAG-Consult), Qisar Contracting Company, International Business Legal Associates (IBLAW), Arab Orient Insurance–GIG
Geographic Coverage (Governorates/Districts)	All Governorates in Jordan

2.2 ROLP Purpose and Organization

The stated purpose of ROLP was to:

- Support Jordanian efforts to enhance government accountability to citizens
- Strengthen the rule of law to better protect human and legal rights
- Increase the effectiveness of civil society and private sector organizations to advocate for their interests, provide services to their members, and participate in the governing processes
- Build civil society and private sector efforts to demand greater assurances from the Government of Jordan regarding public protections and governmental accountability

To achieve the purpose, ROLP was organized into three main components:

Component 1: Strengthened Government of Jordan (GOJ) Accountability, Transparency, Judicial Independence, & Protection of Human Rights

This component consisted of a comprehensive and wide-ranging series of interventions focusing on working with key governmental institutions to help strengthening their respective capacities to be more accountable to the public that they serve. At the outset, key counterparts were the Ministry of Public Sector Development (MOPSD) and justice sector institutions. The component focused on the following pillars with the key counterparts:

- MOPSD: Work through MOPSD provided an ideal mechanism for engaging the GOJ with civil society organizations (CSOs) and public advocacy groups with an interest in

governmental accountability, transparency, and integrity. MOPSD is one of the foremost facilitators of overall GOJ improvement.

- Justice Sector: Work with of the Ministry of Justice (MOJ) Judicial Council (JC), which oversees all courts, the judiciary, the attorney general and prosecutorial authority, and the Judicial Institute of Jordan (JIJ), which focuses on training.

Component 2: Increased Public Demand for Public Accountability, Transparency, Rule of Law, and Protection of Human Rights

This component supported CSOs engaged in monitoring and advocacy through grants and technical assistance. The focus was to help build the GOJ's ability and willingness to provide transparent and accountable decision making and everyday function. This bottom-up approach examined and monitored governmental protection of human rights with particular attention on justice and rule of law and on traditionally disadvantaged populations including women, people with disabilities (PWDs), and youth.

Component 3: Integrating Activities and Results into Other USAID Programs

This component focused on integrating activities and results into, and with, other USAID programs through close coordination with other USAID programs across sectors as well as with other donor programs operating in Jordan. Opportunities for integration with other programs arose in areas including promotion of gender-based and youth programming.

2.3 Coronavirus Disease (COVID-19)

In March 2020, Jordan went into a nationwide lockdown until June 2020, after which government entities operated at 50 percent of employee capacity and limited in-person meetings, posing ROLP implementation challenges throughout 2020 and 2021. ROLP met these challenges and conducted activities supporting the project mission and counterparts, while adhering to government COVID-19-related regulations. The unexpected challenge of COVID-19 resulted in ROLP supporting counterparts to implement more online services to meet the needs of the Jordanian public.

III. ACCOMPLISHMENTS AND RESULTS

ROLP interventions resulted in accomplishments and results across the Kingdom of Jordan (Exhibit 1). Support helped to create meaningful change focused on judicial reform and judicial independence and, more broadly and across governmental institutions, greater accountability and transparency, good governance and leadership, integrity, and increased focus on cross-cutting issues related to gender, youth, and PWDs. Key results and accomplishments are summarized in the following:

3.1. Legal Framework Reform and Modernization

ROLP supported laws, regulations, bylaws, and procedures designed to enhance judicial independence by supporting the development and passage of the following new laws:

- Civil Execution Law
- Justice independence Law
- Secretary General Unit Bylaws

ROLP further supported the revision and amendment of laws, policies, and regulations that will lead to reforms in democratic accountability including the following laws, among others:

- Access to Information Law
- Institute of Public Administration (IPA) Bylaw
- Civil Service Bylaw

3.2. Plans and Reforms to Ensure Democratic Accountability

ROLP supported Jordanian counterparts to develop plans, policies, and regulations that lead to greater transparency and democratic accountability in organization, policies and procedures and operations. To this end, ROLP specifically helped to develop strategies and plans for eight major GOJ entities, including:

Exhibit 1: ROLP support across the Kingdom of Jordan

1. Ministry of Justice (MOJ) with overarching objectives including the Judicial Council and the Judicial Institute of Jordan
2. Ministry of Public Sector Development (MOPSD)
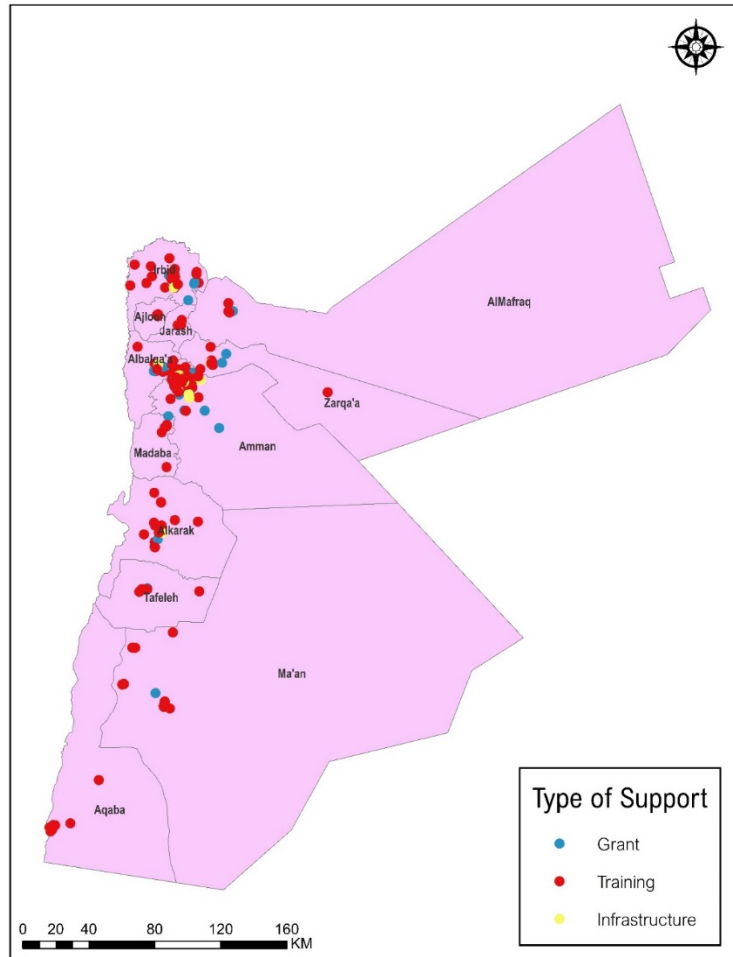3. Ministry of Social Development (MOSD)

4. Companies Control Department (CCD)
5. Jordan Integrity and Anti-Corruption Commission (JIACC)
6. Institute of Public Administration (IPA)
7. Legislation and Opinion Bureau (LOB)
8. National Center for Human Rights (NCHR)

These plans and strategies assisted counterpart institutions to identify clear paths forward in their modernization, efforts to improve service delivery and be accountable to the public, and identify resources needed to achieve institutional goals.

3.3. Establish the Institute of Public Administration as the Principal Source of Training and Technical Assistance for Jordanian Public Institutions

ROLP worked closely with the IPA to reengineer its basic functions, including developing the *Institute of Public Administration Strategy for 2020-2022*; building a branding and communication strategy and a monitoring and evaluation (M&E) system; drafting new by-laws; strengthening the organizational structure; improving human resources and employee reallocation, operating, and pricing plans; and developing business and training modules. ROLP developed trainer registration and management systems, a new website, and helped launch the Government Leadership Program.

ROLP further helped to complete reengineering of the interior and exterior IPA building, and provided needed furniture and equipment. Finally, under the umbrella of its work with IPA, ROLP provided technical support to the Civil Services Bureau (CSB) to link institutional performance to individual performance and conducted a workload analysis.

3.4. Supported Improvement in Processes and Functions in Justice Sector Institutions

ROLP supported MOJ to develop a *Justice Sector Strategy for 2017-2021* and conducted specific activities to improve efficiency and effectiveness. Results included:

- Supported MOJ to establish Government Services Complexes (GSC) (the first of their kind in the Kingdom) to provide 80 services from 10 different government entities under one roof.
- Conducted process reengineering and enhanced the operation of the Civil Execution Departments (CED). Results were significant including reducing unnecessary delays to execute judgments through reengineering workflow to expedite and organize case processing and support functions, developing unified case processing procedures and associated manuals for use in training, establishing archiving and barcode systems allowing for more efficient case archiving within the departments, and procuring needed furniture and equipment to facilitate their work.
- Supported the Judicial Council to develop effective and comprehensive annual judicial reports, distributed to the King and various entities, to document annual court work.
- Supported the Legislation and Opinion Bureau (LOB) to develop its 2020-2022 strategy and implementation plans, along with improvements in its organizational structure.
- Reengineered and enhanced the Amman Public Prosecution Office (APPO) by restructuring the physical space, reorganizing and reengineering workflow, archiving case files and papers, creating a secure chain of custody, and organizing evidence in the criminal warehouse.

- Supported establishment of Jordan's first Juvenile Court. The new court included a customer service office within the court, compatible 'model courtrooms' equipped with needed tools and facilities, dispute settlement rooms for both juvenile police and dispute settlement judge, Closed-Caption Television (CCTV) rooms, easy physical accessibility for PWDs consistent and in accordance with international standards and building codes such as designated parking spaces, entrances, wide doors, waiting halls, spaces for wheel chairs, and hygiene facilities, and installed Braille signage in accordance with the American with Disabilities Act.

- Supported the establishment of a General Secretariat (GS) at the Judicial Council dedicated to handling judge affairs, training and specialization, planning, finance and budgeting, and communications and media relations.

- Supported establishment of technical offices at the Courts of Cassation and Appeal, organized to implement Royal Committee recommendations to enhance and fast-track case management.

- Helped the Court of Cassation and its administrative units establish a prefabricated building on the roof of the court to house unit heads and administrative staff, create offices and meeting rooms, and procure needed office equipment and laptops.

3.5. Helped Improve and Upgrade the Justice Sector's Information Technology (IT) Infrastructure

A major ROLP achievement was upgrading and strengthening the justice sector's IT infrastructure, which now enables justice sector institutions to better respond to its users, increases access to justice, and makes the operations of the justice sector more effective and efficient. Specific achievements include:

- Developed 61 e-services to facilitate the work of MOJ and the courts
- Provided servers, printers, and hundreds of laptops and desktops to various courts and entities across Jordan
- Provided a remote trial system, the first of its kind in Jordan, to limit the need to physically transfer inmates
- Developed a website for JC and an online system for JIJ to allow relevant citizens to apply for judicial positions online and obtain information about the judicial branch
- Established archival and barcode systems, as well as queuing and appointment systems, at various CEDs across Jordan

A particularly important IT related accomplishment was to improve the operation of the case management system, Mizan, by moving toward the design and development of Mizan 3. Mizan 3 includes eight main new components including automated fee calculation and revenue and deposit systems (case fees), judicial inspection, dashboards, and statistical reports. It also contains enhancements and modifications to the existing Mizan 2 (124 improvements and developments required by the judiciary and MOJ), an Application Programming Interface (API), a web portal, and a unified case numbering system for cases filed.

3.6. Supported Key GOJ Institutions to Modernize their Operations to Better Serve their Constituents

ROLP worked with numerous GOJ institutions to modernize their operations to better serve their operations. Key accomplishments include:

3.6.1 Ministry of Foreign Affairs (MFA)

- Supported the MFA to develop a visitor's appointment system, revenue systems for the consular departments, and money transfer systems for the Finance Department

- Improved document archiving at the MFA legal department and provided embedded legal assistance to support daily legal related tasks

- Helped unify standard operational procedures (SOPs) and developed manuals for the MFA Legal Department, Consular Affairs Department, and Protocol Department

- Supported enhancements to meeting rooms at the Prime Ministry by providing a sound system and computers to facilitate their meetings, especially those with His Majesty the King

3.6.2 National Center for Human Rights (NCHR)

ROLP provided key technical assistance to the NCHR, including:

- Assistance to update the *2020-2023 Strategic Plan*

- Assisted to establish key performance indicators (KPIs) to enhance NCHR functionality and orientation to build its internal capacity to conduct stipulated duties along with their partners

- Helped NCHR to build a new interactive website and improved hub for awareness and communication on human rights issues

- Worked with the Human Rights Government Team to issue a new updated national plan for human rights

3.6.3. Ministry of Social Development (MOSD)

ROLP provided technical assistance to improve MOSD performance and service delivery, including:

- Assisted to develop the *Ministry of Social Development Strategy for 2017-2021* in a highly collaborative manner with stakeholders, and provided orientation and capacity building sessions for relevant staff to carry out this mission in the future

- Provided technical assistance to 78 participants (34 females and 44 males) on King Abdullah II Award Center for Excellence (KACE) criteria, for the purpose of developing their institutional capacity and improving scores in the biannual assessment done by KACE, including development of a *Unified Processes Manual* detailing all steps followed for 271 work processes

- Automated 21 services that enable associations to complete administrative and legal requirements related to registration, funding approval, etc. with a dedicated team of 6 IT specialists embedded in MOSD

- Provided and uploaded educational videos for the public on the MOSD website illustrating the how to access services

- Developed training for staff responsible for processing automated services, and to sustain the technical support of existing e-services

- Supported the IT infrastructure by providing 128 desktop computers, 110 2-in-1 scanners/printers, two servers, and two firewalls

3.6.4. Governorate Council of Jordan

In close collaboration with the Ministry of Interior (MOI), supported the Governorate Council of Jordan to:

- Develop its official website to enhance public accountability and transparency
- Helped develop 12 websites, one for each governorate in Jordan, to provide information and services to the public across governorates

3.6.5 Independent Elections Commission (IEC)

ROLP assisted the IEC in various aspects to:

- Improve IEC warehouses, which consisted of developing the Warehouse Management System (WMS) and procuring equipment
- Conducted specialized English courses for 20 IEC staff
- Supported the IEC to establish a Regional Training Center specialized in electoral processes in partnership with relevant local, Arab, and international organizations

3.7. Increased the Capacity of GOJ Officials and Staff through Trainings

ROLP conducted trainings to various counterparts, including:

- Supported the Government Leadership Training with IPA
- Supported CSB by delivering Training-of-Trainers (TOT) workshops to 20 members of its national team (government employees from various sectors)
- Supported study tours for judges and prosecutors to the USA, Egypt, Morocco, and France
- Supported JC to conduct a financial investigation of money laundering crimes training
- Supported court administration trainings for 21 chief judges of First Instance Courts, four attorney generals, 3 Court of Appeal judges, and an Amman Court public prosecutor
- Conducted training for 101 employees of Amman First Instance and Conciliation Court clerks on archiving through a ROLP junior court coordinator (a previous ROLP intern)
- Anti-corruption training for prosecutors and judges and crime scene management and forensic evidence training for prosecutors and judges
- Cybercrime training for prosecutors and judges
- Arabic typing trainings for 609 judges across Jordan
- E-services trainings for ROLP counterparts on newly developed e-services and their management and maintenance
- English language training for MFA lawyers
- Trainings on cyber-crimes law, the principles of legal interpretation, and writing of memoranda, legal terminology, financial legislation and taxation law, and legal drafting principles to LOB legal staff
- Training for MOSD staff on King Abdullah Award Principles and Excellence Model
- Electoral dispute resolution trainings to 523 judges
- Capacity building training on the rights of PWDs to 100 judges and 100 MOJ staff in all governorates

- Supported IEC to establish a Regional Training Center specialized in electoral processes, in partnership with relevant local, Arab, and international organizations

3.8. Engaged Civil Society to Promote Rule of Law and Government Transparency and Accountability

ROLP worked to engage Jordanian non-governmental organizations (NGOs) to monitor government operations, advocate more actively for needed changes, and ensure that the GOJ operates effectively and efficiently in delivering services to its citizens. Key achievements and results include:

- Twenty-two (22) institutions officially adopted new procedures suggested, including appointing information officers, forming classification committees, developing receipt logs for information requests, uploading the information request online, and installing Access to Information (ATI) Law instructions boards with the goal to be responsive to the public requesting information on institutional operations
- Achieved a dramatic increase in citizen information requests (from 36 requests in 2016 to over 3,000 in 2017-2019)
- Launched the *Information Classification Guidelines* through a set of workshops aimed at information officers in the targeted institutions and a group of independent lawyers
- Raised the awareness of more than 1,000 students on concepts of favoritism and nepotism and how to fight corruption in their daily lives
- Increased the capacity of over 80 JIACC staff to adopt novel approaches and methods and spark innovative thinking, contributing to positive changes in their performance
- Printed and distributed over 2,500 stories on anti-corruption and transparency to children
- Provided the government with recommendations and suggested legal amendments to encourage economic growth
- Built the capacity of 250 Jordanians including government staff, journalists, lawyers and CSOs, and improved ATI for Jordanian citizens
- Developed new excellence criteria for the King Abdullah II Award (KAA) for Excellence
- Launched the first innovation award for the public sector with participation of 104 public entities, out of which 22 were shortlisted and two awarded
- Completed two sectoral strategies for energy and health, and provided guidance on how to develop future sectoral strategies to respond to the national strategy
- Helped develop staff capacities of over 500 government functionaries in excellence, innovation, and benchmarking
- Supported 10 public universities to participate in the KAA for Excellence
- Helped over 600 assessors register in the assessor's relationship management system

3.9. Mainstreamed Gender in the Justice and General Public Sectors

ROLP worked in a cross-cutting manner to mainstream gender related issues in GOJ operations. Results included:

- Bridged the professional gap between female and male judges by enhancing the technical capacities of over 700 female legal practitioners, which allowed many to advance in their

careers and opened more opportunities for growth and participation in decision-making processes

- Enhanced the capacity of 1,102 females from 183 public entities (beyond the justice sector) across Jordan

- Created social media discussions among lawyers to discuss the impact of defense orders issued by the prime minister in response to COVID-19, including business closures and imposing nationwide curfews on Jordanian citizens; supported Arab Women's Legal Network (AWLN) to publish three posts on discussion results, reaching 12,639 individuals

- Worked in the justice sector through workshops, conferences, and trainings to create a professional and productive environment where female judges and lawyers can discuss technical legal issues and legal opinions without the reluctance or resistance often experienced in front of their male colleagues

- Equipped 20 female law students with needed knowledge and awareness to embark on legal careers

3.10. Built Leadership Skills for Youth in the Public Sector

- Prepared and qualified 29 youth leaders in the public sector to advance in their careers and meet government qualifications for leadership positions to lead the change by providing specialized trainings in leadership and good governance.

3.11. Supported Improving Access for People with Disabilities (PWD)

- Aligned the infrastructure of the Juvenile Court and the Palace of Justice in Amman to accommodate the needs of PWDs through building ramps, installing Braille direction signs, and renovating two bathrooms as well as adjusting the elevators to fit the needs of PWDs

- Developed a sign language legal glossary for accredited translator to use in courts

IV. ACTIVITY IMPLEMENTATION

The following provides detailed information on significant activities conducted under the three Project components. This section is organized by contract sub-results and details how ROLP achieved results under each component.

Component 1: Strengthened GOJ Accountability, Transparency, Judicial Independence, and Protection of Human Rights

Sub-Result 1.1 Improved GOJ Abilities to Comply with International and Domestic Commitments to Strengthen Public Accountability, Transparency, Judicial Independence, Rule of Law, and Protection of Human Rights Including Women's Access to Justice

To achieve the goals of Sub Result 1.1, ROLP worked with key GOJ institutions to improve their capacity to be more accountable, transparent, and protect human rights as well as focusing on gender inclusion, improved access for PWDs, and preparing youth for future leadership.

1.1.1 Ministry of Public Sector Development (MOPSD)

MOPSD plays a critical role in enhancing the overall environment and culture of excellence in the public sector. ROLP worked closely with the MOPSD to implement activities to enhance its performance in support to governmental entities promoting Jordan's economic growth and stability. ROLP formed and embedded a technical team within the MOPSD to focus on improving its capacity to respond to the demands and needs of governmental clients. In 2018, the Prime Ministry absorbed the MOPSD as the new Institutional Performance Development Unit (IPDU) to better pursue fully integrated approaches emanating from national leadership. Prior to this institutional change, ROLP and MOPSD collaborated on the following activities:

- Improve development of government services and simplify procedures. ROLP supported MOPSD to review and improve the work methodologies of various directorates while also working to improve the delivery of governmental services through workshops and training and mentoring sessions. To this end, ROLP conducted process reengineering and restructuring for four GOJ entities: Administrative Courts, the Amman Court of First Instance, MOSD Service of Licensing Special Education Centers, and the Social Security Corporation (SSC) Service of Licensing Special Education Centers.

Exhibit 2: Participants at the first Government Leadership Training conducted in Aqaba from May 7-19, 2016

- Improve human resources development. ROLP and MOPSD worked to harmonize human resources with institutional tasks, organizational and functional frameworks, and associated training programs designed to build leadership skills. With MOPSD, ROLP helped to launch the Government Leadership Program to mentor and build the capacity of potential public sector leaders in strategic planning, institutional performance, project and human resource

management, economic and finance policies, gender inclusion, budgeting, communication and presentation skills, negotiation and change management, and ethics of public servants.

ROLP worked closely with the MOPSD Human Resources Development Directorate to conduct trainings planned under the Government Leadership Program. The trainings targeted public sector employees serving in the south region of Jordan, conducted in Aqaba. Forty (40) government employees, including five women, representing different governmental entities, participated in the training (Exhibit 3 and 4). A second training was held in Irbid Governorate and targeted 50 public sector employees serving northern Jordan from different government entities. A third training in Amman targeted 29 public sector employees in the central region, including 10 women (Exhibit 4).

Exhibit 3: Aqaba government official leadership training attendees by gender

Post-training evaluations found that over 90 percent of participants thought the trainings were effective and would positively impact their work performance. Most participants stated that they would share what they learned with their colleagues, thus creating a new culture of excellence within their respective entities.

ROLP supported the Human Resources Development Directorate to conduct two leadership capacity building trainings as part of the fourth series of the Government Leadership Training Program, as well as an advanced leadership training. The trainings strengthened the leadership skills of 32 public sector employees representing different GOJ entities in Amman, including nine women.

Exhibit 4: Irbid and Amman government official leadership trainings attendees by gender

At the advanced training (Exhibit 5) an expert trainer from the Civil Service College of Singapore provided participants in-depth information on overall governmental administration drawing on best practices from the Singapore experience. Training topics included performance management, inter-institutional coordination among ministries to break the 'silo' mentality; and strategic human resource management, including the human resource cycle and effective and efficient public service through e-government. The trainer provided examples on how Singapore's government and ministries are monitored and evaluated.

Exhibit 5: Gender distribution of government officials who attended the Advanced Leadership Training

Twenty (20) participants attended the training from different governmental institutes and ministries, selected based on their performance. The
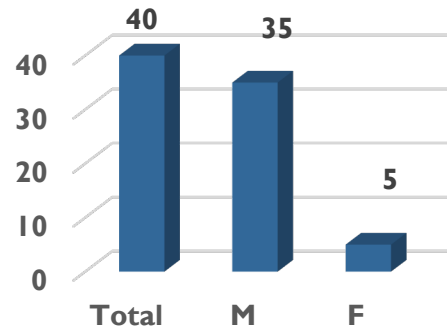
Deputy Secretary General attended the closing ceremony, where participants received two certificates from the Civil Service College of Singapore and USAID.

- Support the Government Leadership Forum. First launched by the MOPSD in late 2013, the Government Leadership Forum holds four meetings every year to discuss ways to improve and develop public sector performance. Attendees and participants are high-ranking GOJ employees such as ministers, secretary generals, director generals, and governors. Participants exchange best practices and explore current practices that enhance the capabilities of decision makers and policy developers. ROLP supported MOPSD to conduct the Forum's 13th session. Prime Minister, Dr. Abdullah Nsour, and Deputy Prime Minister, Dr. Mohammad Thunibat, and other ministers, secretary generals, and high officials attended the session. Discussions focused on the role of leadership in the improvement of public services. ROLP and MOPSD then jointly planned and conducted activities to build the human resource capacity within Jordan's governmental entities.

- Support public sector restructuring. MOPSD, through its Streamlining Directorate, implemented restructuring projects listed in the *Government Performance Development Plan 2014-2016* as well as the *National Integrity Plan*. This included reviewing the structure of two sectors in the government each year, helping to identify restructuring needs, and implementing restructuring projects. ROLP worked closely with Streamlining Directorate on the following:

Restructuring guide. Originally developed in 2015 by MOPSD, this guide serves to help governmental entities identify the need for restructuring projects and guide them to implement such projects in a harmonized and systematic manner. The Streamlining Directorate requested ROLP's support to review and update the guide per current best practices. The ROLP team reviewed the current guide and updated it for improved content and layout.

Streamlining Methodology. The Streamlining Directorate wanted to update internal procedures to help lead the restructuring of other public sector entities in a systematic manner. ROLP developed a methodology for public sector restructuring, which described steps to ensure that tasks follow a logical and systematic approach.

Restructuring of the justice sector. ROLP provided technical support to MOPSD to initiate restructuring of the justice sector. The process included:

1. Supporting a desk review of the *Government Execution Development Program for 2016-2018,* the *Jordan Vision for 2025*, and other relevant available mandates, legislations, and documents (strategic plans for the justice sector, the MOJ, the JC and the JIJ);

2. Facilitating meetings with the director and staff of the Streamlining Directorate, MOJ representatives, including the manager of the secretary general's office, and a group of ROLP experts working with the justice sector, to provide an overview of the sector, the main stakeholders, strengths and challenges, and major changes over the past five years;

3. Developing a *Justice Sector Analysis Report* based on the results from the desk review, interviews and meetings, with recommendations focusing on courts (as opposed to the sector in general) including highlighting gaps and differences in the organizational structure and internal procedures of similar types of courts.

ROLP then helped to implement recommendations, including reviewing court classifications and relevant regulations, the Judicial Council's organizational structure, and the Amman

Court of First Instance's organizational structure and regulations; reviewing and developing job descriptions and organizational regulations for the business units of these entities; and training staff to use new job descriptions, reviewing and analyses processes, and developing SOPs required for the new organizational structure.

ROLP also helped to restructure the Administrative Court towards improved overall court performance. The Administrative Court holds executive branch agencies accountable to established government rules and regulations. Activities focused on streamlining workflow; identifying clear personnel and departmental responsibilities and reporting channels; and systematizing daily functions and customer service towards enhanced transparency, accountability, and expedient and accessible justice.

Strengthening the policy and decision-making component. ROLP supported strategic planning processes within MOPSD by developing a *Strategic Planning Guide*, conducting strategic planning awareness sessions for GOJ entities, and reviewing and commenting on the *MOPSD Strategic Plan 2017-2021*.

Strengthening the government innovation and excellence component. ROLP and MOPSD reviewed the results of the *King Abdullah II Award (KAA) for Excellence in Government Performance Report* and identified replicable best practices, including crosscutting initiatives such as development plans methodologies, simplified versions of the *Governance Practices in the Public Sector Manual,* and the *Governance and Assessment Tool for the Public-Sector.* ROLP conducted trainings on these positive governance practices, targeting 500 public officials who then shared best practices with their staff.

Improving MOPSD external communication and interface with stakeholders and the public. ROLP supported MOPSD to develop a mobile application for public complaints called "*At Your Service*" (بخدمتكم) to enhance communication between MOPSD and the public and make the public services complaints process more transparent and responsive. ROLP also supported upgrades and improvements to MOPSD's communication and IT infrastructure, and provided MOPSD with needed IT equipment (personal computers, laptops, servers, printers, and photocopiers).

1.1.2 Institute of Public Administration (IPA)

ROLP supported MOPSD to improve and enhance IPA's performance and position as a high-quality training, research, and consultancy service for the Jordan public sector and in the region. IPA's goal is to enhance the skills and quality of current and future government employees, and in turn support Jordan's economic growth and stability.

MOPSD and USAID documented their respective areas of support and commitment in a memorandum of understanding (MOU) executed by the Minister of Planning and International

Exhibit 6: From left to right: USAID mission director, United States ambassador, public sector development minister, and planning and international cooperation minister, during the MOU signing ceremony

Cooperation, the Minister of Public Sector Development, and the USAID Mission Director during a signing ceremony conducted in 2017 (Exhibit 6).

The purpose of the collaboration, conducted primarily through ROLP, was to support and enhance IPA's overall capabilities and reinvigorate the scope and quality of their trainings and other services to GOJ entities and employees. This included:

Exhibit 7: IPA's new exterior

- IPA by-laws. ROLP helped develop IPA by-laws to improve governance, ensure continued improvements, and strengthen IPA's financial and administrative management. New by-laws were issued in 2019, and a new center was established for government leadership that provides training programs to build capacity and leadership skills. To assist, ROLP reviewed IPA's current organizational structure and recommended needed changes, including dividing the Services and Training Directorate into a Training Directorate and a separate Research and Consultancy Directorate. New human resources and employee reallocation plans helped ensure consistency with the modified organizational structure.

- Infrastructure upgrades. ROLP assessed IPA's infrastructure needs. With USAID approval, ROLP redesigned IPA's building to meet local and international standards and best practices, with construction starting in early 2018 and completing in August of 2020. A committee of IPA, Ministry of Public Works and Housing (MPWH), and the Audit Bureau took over building management upon completion (Exhibit 7, 8, and 9).

Exhibit 8: IPA's director general (back right) gives USAID and ROLP representatives a tour of the IPA building

ROLP further provided IPA with furniture and office equipment, including 18 laptops, 41 desktop computers, 6 printers, 23 data screens, 21 projectors, 5 TV screens, 3 sets of video conferencing equipment, one attendance machine, 32 whiteboards, 35 pin boards, and 33 flip charts to furnish training rooms. A reopening ceremony is scheduled for August 2021 under the patronage of and

Exhibit 9: Advertising the possibility to rent IPA office space

attended by the prime minister and USAID representatives.

- Operating model. Work to improve the operations of IPA focused on the following main components: process mapping and development; business development planning; pricing model and automation requirements; and developing a new employee's induction program. The process mapping and development components focused on improving IPA's main function/process groups (process flows and procedures, forms, templates, and automation; training development, and the Government Leaders Center (GLC). Focus was on vendor management, facility management, financial administration, procurement, human resources, IT, marketing and public relations, research, and organizational development.

Exhibit 10: Newly developed and approved IPA logo

ROLP helped develop a business plan building on local market analysis exercises, identifying and attracting new customers, and expanding IPA's footprint (to generate more local revenue). To this end, ROLP supported IPA to develop pricing models for IPA courses. ROLP also assessed needed IT enhancements and designed content and features for a program automation.

- Training modules. ROLP helped develop drafts of IPA training plans for leadership programs and for training programs for generic competences along with job descriptions for new positions such as institutional performance development. ROLP supported IPA to develop training paths for five selected careers: media and communication, purchasing, human resources, institutional development, and legal affairs.

IPA submitted final copies to the CSB that, in turn, developed related instructions and linked them to training paths. ROLP developed *Human Resources Training Kits* containing job
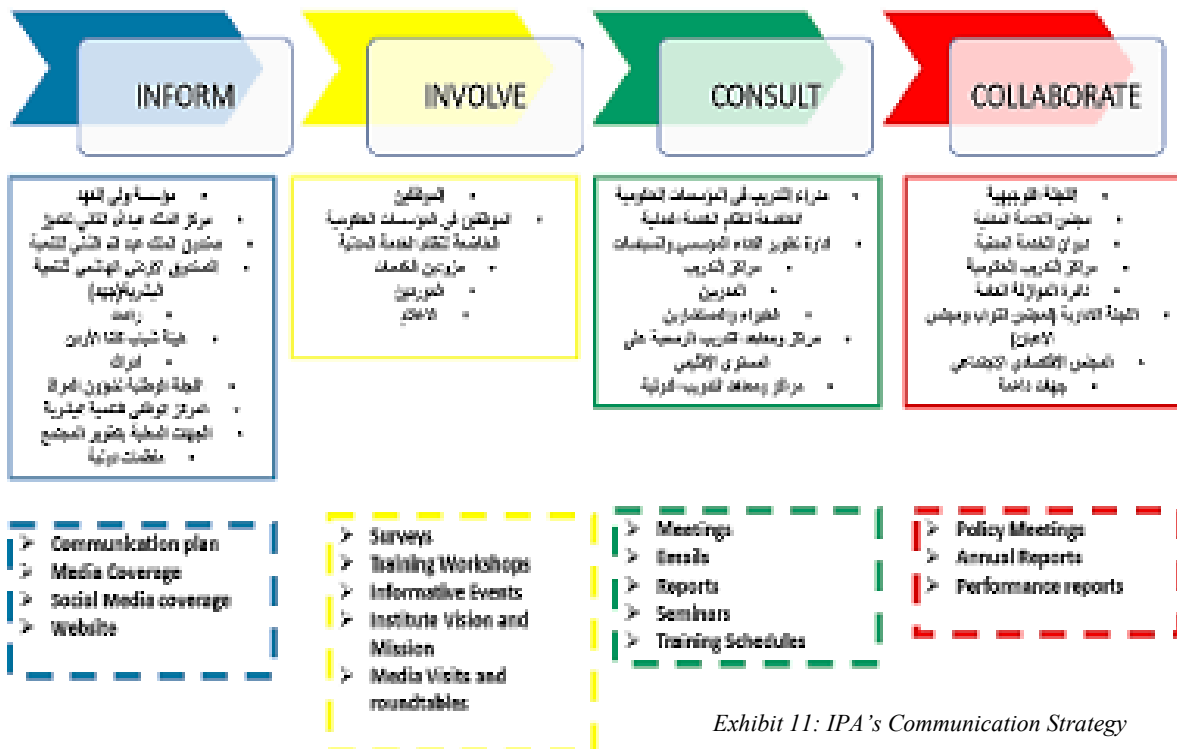

Exhibit 11: IPA's Communication Strategy

descriptions, performance appraisals, and employee selection and hiring mechanisms. Each kit contains trainee manuals, training materials, and pre- and post-test surveys.

- **IPA Strategic Plan.** ROLP supported IPA to develop its *IPA Strategy for 2020-2022* by reviewing the IPA's previous strategy, by-laws, and studies, and conducting workshops to determine gaps, institutional priorities, challenges, and to determine strategic partners. Specific focus was on analyzing institutional performance and achievements, employee satisfaction, and financial status analysis.

The IPA strategy was presented to IPA management and included main priority objectives, initiatives, and projects, and KPIs. IPA produced the final version in both Arabic and English, along with a monitoring and evaluation system implemented in 2020.

- **Branding and communications.** To ensure that IPA counterparts and the public were kept informed of IPA developments, services, and trainings, ROLP supported the development of branding and communication programs for IPA reflecting its new corporate identity, signage, logo, digital marketing campaign, and capacity building and knowledge transfer (Exhibit 11 and 12).

Exhibit 12: Brochure showcasing IPA new website

ROLP helped to develop IPA's new website (Exhibit 12) and supported new bilingual content creation. Al-Dustour newspaper and the Jordan News Agency (Petra News) covered the launch of the new site and reflected IPA's new identity and *Strategic Plan for 2020-2022*. The website promotes IPA's current and future programs and projects, reflecting the significant modernization during the past two years with ROLP support. ROLP supported IPA to produce 34 frameable images for display throughout IPA focusing on its vision, mission, and values to enhance the culture of excellence.
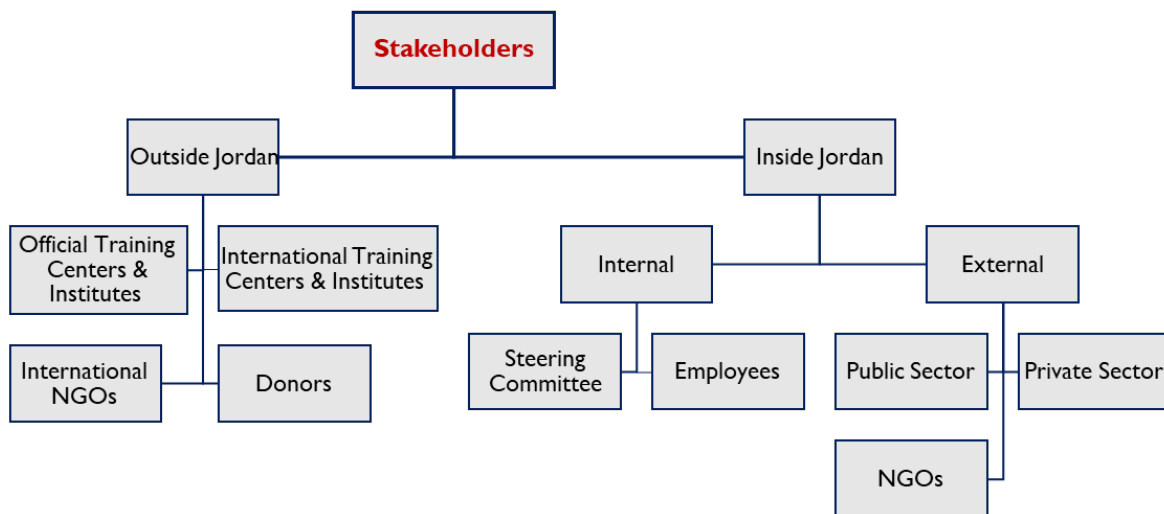

Exhibit 13: IPA's stakeholder analysis map

ROLP helped revise and amend the *IPA Communications Strategy,* including KPIs for communication objectives; developed a stakeholders' analysis; and created key messages for different stakeholders in different sectors aligned to the strategic plan and business objectives. The stakeholder analysis findings included a description of each stakeholder and definition of the nature of their relationship with IPA (Exhibit 13).

ROLP delivered trainings on social media for IPA staff including on developing a new social media strategy; ensuring optimal use of social media (Twitter, Facebook, YouTube, and Instagram) and professional communication networks (LinkedIn); promoting IPA activities and events on Facebook (paid and unpaid); enhancing corporate identity and marketing through websites; and conducting awareness campaigns on IPA work.

- IPA M&E system. ROLP provided technical support to IPA to develop an M&E framework to measure IPA institutional performance. ROLP and IPA developed operational plans and KPI cards for IPA business units, a risk assessment matrix for preparing a Risk Management Plan, data collection sheets, dashboards for training indicators, and a social responsibility plan to ensure IPA is socially responsible to its stakeholders and the public in general.

The plan helped develop internal IPA awareness of its impact throughout society. ROLP supported IPA to prepare executive development program project cards for employees for twin training programs, government leadership center activities, consultancies and studies, national training plans, innovations, and virtual training channel projects. Each project card included the project title, responsibility, and goals, costs, project period, and results.

Exhibit 14: Sample Operational Plan						
Strategic Objective						
Programs						
Project						
Estimated Budget						
Output						
Activity	Start Date	Complete Date	Dep/Responsible Employee	Resources	Description of Delivery	Achievement tools

- Trainers registration system. ROLP supported IPA to develop an online training platform, along with an e-learning management system for trainees and trainers. A database including qualified and experienced trainers in different fields of public administration was established. ROLP assistance also included a trainer's registration system based on feedback and comments on the current system. These comments came after system tests on various email platforms and after communicating with the IT center and testing on more than one platform (Yahoo, Gmail, and Hotmail). ROLP linked the system to IPA's website.

- Training Management System (TMS). ROLP supported IPA to develop a training management system to manage training processes in an effective manner, starting from applicant registration and ending with certificate issuance. All government entities will use the system to apply for and benefit from training programs. The system supports IPA to manage trainees, including filtering training programs by topics, responding to requests for staff training, applications, managing finances, managing evaluation processes, and attendance.

- IPA culture of excellence. ROLP assisted the IPA to develop action plans and specific criteria based on the ISO 29993 International Standard, "Learning Services Outside Formal Service Requirements," and "Governmental Institutional Development Units Manual" to assess IPA's strategic and operational maturity. Feedback reports addressed key IPA challenges, and directorate strength and weaknesses. ROLP then helped develop a plan to enhance strengths and resolve weaknesses.

1.1.3 Government Leaders Center (GLC)

GLC is an organizational unit within the IPA under Regulation No. (102) of 2019. Based on the direction of His Majesty King Abdullah, the GOJ made the Government Leadership Program the primary training delivered by GLC. The program includes specialized training programs on public administration and building leadership capacity. ROLP provided technical support for design applications and participant selection processes, and training outlines and materials. Training programs helped build the ability to lead and manage people to make change by focusing on high performance leadership, communication, change theory, and public sector excellence including business ethics. ROLP provided continuous support to media activities to raise awareness of the Program, including developing media content and designing materials for online media campaigns and brochures.

1.1.4. Support the Institutional Performance Development Unit (IPDU) at the Prime Ministry

ROLP provided critical support to IPDU, including:

- Governance (preparatory studies, workshops, trainings, and assessments). ROLP supported the IPDU to develop governance assessment tools and build the capacity of the national governance team. To this end, ROLP teams visited 32 government entities and then worked with the national governance team to improve the governance assessment process from desk audits and site visits to feedback report preparation. ROLP summarized the main points in a report for IPDU. The report included key governance practice strengths and weaknesses to plan subsequent training and technical assistance.

- Automation. ROLP supported IPDU to develop software as a part of a *Governance Assessment Improvement Tool* for the public sector. ROLP also trained 165 participants from different government entities to use the software and applications developed.

1.1.5 Civil Services Bureau (CSB)

ROLP, through work with IPA, engaged the CSB to work on reform initiatives to enhance their efficiency in management of government workforces through technical and logistical support, including:

- Link institutional performance to individual performance. ROLP supported CSB by delivering TOTs to 20 members of its national team of government employees from various sectors to identifying institutional objectives and cascading them down to the individual level. Field visits were arranged for trainees responsible to train and build the capacity of target government entities.

Two teams conducted training sessions for 12 institutional development units within other government entities including the customs department, income tax departments, ministries of planning, labor, social security, and justice, and the national library. ROLP further supported CSB to integrate the *Institutional Objectives Manual* with the *Performance Appraisal Manual*.

The final copy of the integrated *Performance Management in Governmental Institutions Manual* was delivered to CSB in March 2021 after integrating feedback from external reviewers.

Exhibit 15: Attendees at the training to identify institutional objectives

- Workload analysis. ROLP worked with CSB to carry out a workload analysis of support positions in government agencies including updating previous workload analyses and implementing new methodologies to study workloads. ROLP worked on this analysis for MPWH and Ministry of Agriculture (MOA) and developed a plan and policies to link individual and institutional performance.

- ROLP supported IPA to facilitate TOT workshops on workload analysis for 20 CSB staff. Training objectives were to build capacity to analyze workload with the goal of ensuring better allocation of human resources and implement in the MPWH and MOA. ROLP further supported IPDU and CSB to develop policies and instructions to manage CSB employee surplus and link individual performance to institutional performance in the governmental organizations policy.

1.1.6 Amman Juvenile Court

Though Jordan ratified the Convention on Rights of the Child and recognizes international conventions over its national law, there are still issues related to adhering to such international treaties. In the treatment of juveniles, in 2016, ROLP met with the juvenile first prosecutor to launch an assessment and planning process to establish a first juvenile court in Jordan. ROLP facilitated a series of follow-up meetings to discuss obstacles that might hinder implementation of the new juvenile justice law. Recommendations for the juvenile court were sent by ROLP for review and approval by the MOJ in 2016.

ROLP initiated discussions with staff from MOSD to support updating software (analysis, reporting, and communication) in 19 centers assisting broken families and juveniles. A steering committee was formed, and the head of the Family Division of the Human Rights Directorate was nominated to be the MOJ Juvenile Officer to coordinate with ROLP and related institutions in the juvenile system. Meetings were chaired by Appellate Court Judge Suhair Al Tobasay, with participation by ROLP, juvenile and other judges, prosecutors, NGO Penal Reform International, Justice Center for Legal Aid, National Council for Family Affairs, Juvenile Police Department, JIJ, Ministry of Health (MOH), MOSD, MOJ, European Union, and the head of the Amman Felony Commission. A technical committee was formed to develop a comprehensive juvenile justice system and launch a juvenile court pilot project.

The MOJ assigned and enhanced a building for the new juvenile court. Field visits were conducted to the new juvenile court to ensure the design met the special needs of juveniles in the justice system and to establish an integrated juvenile court that adheres to juvenile law and international and local requirements. The new court has a customer service office, model courtrooms equipped with the needed tools and facilities, dispute settlement rooms for both the juvenile police and dispute settlement judge, CCTV rooms, and easy physical accessibility for PWDs. Accessibility for PWDs included designated parking spaces, entrances, wide doors, waiting halls, spaces for wheel chairs, hygiene facilities, and signage in Braille (Exhibits 16 and 17), all in accordance with the American with Disabilities Act, and all developed with ROLP comprehensive support.

Exhibits 16 and 17: Braille signage

1.1.7 Facilitate Access to Justice for PWDs

To facilitate PWD access to justice, ROLP worked with the Higher Council for Rights of People with Disabilities (HCD) to identify areas for ROLP support. Discussions resulted in technical assistance particularly focused on making infrastructure and accessibility improvements. The results included enhanced access for PWDs at 14 public facilities including constructing ramps and toilets, renovating lifts, adding Braille signage, providing wheelchairs, and establishing a PWD front office. ROLP also worked with 60 judges to improve PWD access to justice.

Judicial training and learning opportunities including sign language interpretation (legal terminologies) and training in equal participation at courts for PWDs. To improve access to

Exhibit 18: Participants of PWD Access to Justice Training	
Governorates	**Number of Judges Trained**
Ajloun	2
Amman	21
Aqaba	2
Balqa	2
Irbid	10
Jarash	2
Karak	4
Maan	6
Madaba	1
Mafraq	2
Tafila	3
Zarqa	5
Total	**60**

justice for hearing impaired individuals, ROLP developed a sign language glossary of legal terminologies and worked with 56 public and private sector organizations on sign language interpretation of legal terminologies.

1.1.8 Focus on Gender Equality and Empowerment

In ROLP's work with the judicial sector, gender equality and empowerment were major themes. For examples, females represent 42 percent (3,883) of judicial sector personnel trained by ROLP. Judges with increased level of knowledge and understanding of gender equality principles and women's rights after attending ROLP trainings was 93 percent (2,752) with female judges representing 31 percent (864) (Exhibit 19).
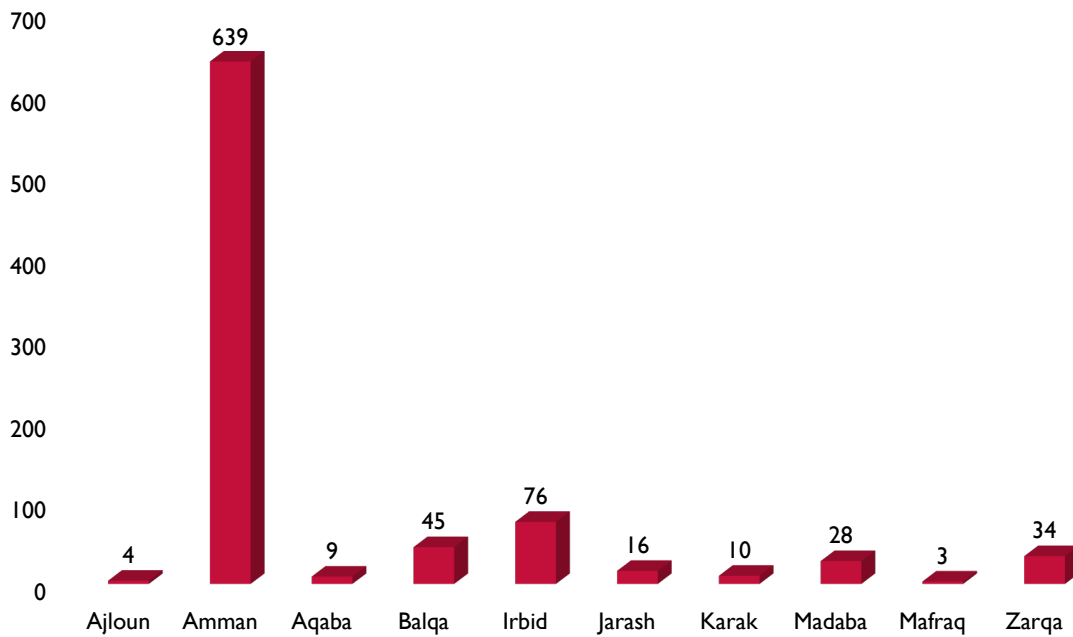

Exhibit 19: Female judges attending capacity building trainings by governorate

1.1.9 Youth Empowerment

Through an internship program, ROLP supported recent law school graduates to obtain firsthand experience working in courts across Jordan (Exhibit 20 and 21).

Exhibit 20: Jordanian youth assigned to ROLP Internship Program (February 2016 – March 2020) by gender and geographical distribution			
Governorates	**Females**	**Males**	**Total**
Ajloun	1	0	1
Amman	88	39	127
Aqaba	4	0	4
Irbid	6	11	17
Jarash	3	1	4
Karak	0	2	2
Madaba	10	4	14

Exhibit 20: Jordanian youth assigned to ROLP Internship Program (February 2016 – March 2020) by gender and geographical distribution			
Governorates	Females	Males	Total
Salt	10	4	14
Zarqa	11	4	15
Jarqa	15	4	19
Total	**148**	**69**	**217**

Exhibit 21 below shows the number of youths trained in leadership skills and good governance.

Exhibit 21: Number of youths trained in leadership skills and good governance	
Public Entity	# of Trainees (29% female)
Special Economic Zone Authority/Aqaba	1
Department of Land and Survey	6
Department of Land and Survey/Ajloun	2
Department of Land and Survey/Amman	1
Development and Employment Fund	1
General Budget Department	1
Government Procurement Department	2
Hajj Fund	1
Jordan Customs	7
Jordan Standard and Meteorology Organization	11
Ministry of Digital Economy and Entrepreneurship (MODEE)	8
Ministry of Planning and International Cooperation	1
Total	**42**

1.1.10 Specialized Trainings to Public Prosecutors and Judges in Selected Fields

ROLP delivered specialized trainings to enhance the capabilities of prosecutors and judges across Jordan, including:

- Anti-Corruption Training. In June 2017, ROLP cohosted a two-day joint training program with the USAID/West Bank and Gaza Rule of Law Project. The training focused on anti- corruption and money laundering and was attended by Jordanian and Palestinian judges and prosecutors (Exhibit 22). ROLP utilized fact-based scenarios based on actual closed cases provided by Jordanian and Palestinian courts to reflect existing corruption and money laundering conditions.
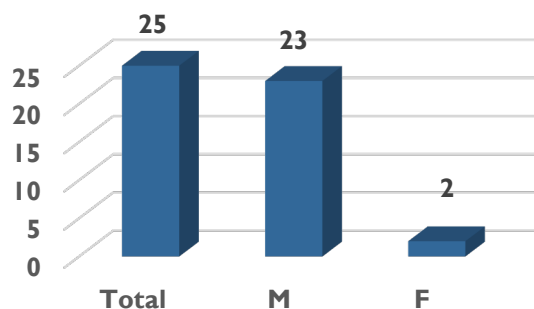

Exhibit 22: Corruption and Money Laundering Training total attendees and disaggregated by gender

- Crime Scene Management and Forensic Evidence Training. In November 2016, ROLP conducted trainings in advanced crime scene management, gathering and use of forensic evidence, and investigative skills. Two forensic evidence experts from the United States facilitated the training in which 48 prosecutors and judges participated, 25 percent of whom were female (Exhibit 23). ROLP ensured that the prosecutors covered different geographical areas of Jordan.
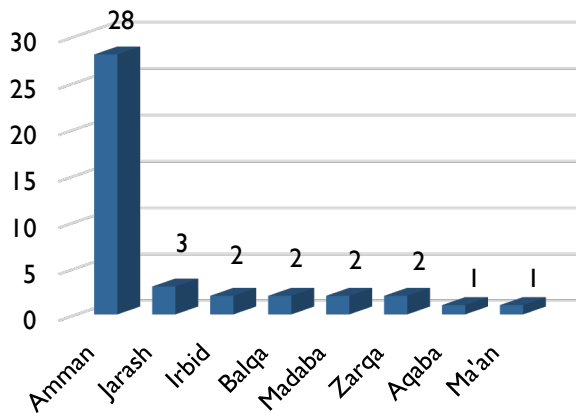
Exhibit 23: Number of Crime Scene Management Training participants - distributed by Governorate

The courses focused on the latest developments in international crime scene techniques, practices in forensic laboratories, and sequential processing of evidence. Prosecutors focused on their 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, Exhibit 24) to provide firsthand experience in crime scene processing and management, as well as evidence detection, collection,

Exhibit 24: General Prosecutors Hilal Al Hawamdeh (left) and Issam Al Hadidi (right) inspecting a mock crime scene for evidence with the ROLP consultant during a practical exercise at the Crime Scene Management and Forensic Evidence Training

handling of evidence including chain of custody, and validation. Prosecutors and judges actively participated in the practical exercises at the mock crime scenes, particularly in gathering evidence in a sequential order and in identifying and documenting errors in the collection and packaging of certain types of evidence.

In post-training evaluations, participants noted that the training improved their knowledge in the specialized topics. Participants also noted that the training methodology and use of practical exercises were effective in developing their professional skills and encouraging their analytical thinking capacity.
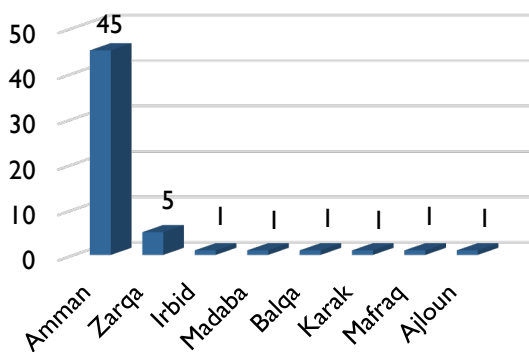
Exhibit 25: Number of Cybercrime and Electronic Evidences Training participants, by Governorate

Exhibit 26: Participants of the cybercrime training

• Cybercrime Training. To enhance prosecutor and judge capacity to investigate and adjudicate cybercrime cases, and to support judge and prosecutor specialization, ROLP conducted training workshops in cybercrime prosecutions for 56 prosecutors and judges, including 20 women, from different geographical areas of Jordan (Exhibit 25). 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, 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. 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.

• Specialized trainings. ROLP also assisted the MOJ to implement training plans including delivery of specialized trainings for lawyers and judges. This included a two-day workshop on new legislative amendments to the Penal Code, Grand Felony Court Law, Execution Law, Evidence Law, and Mediation Law, stemming from Royal Committee's recommendations and their impact on court procedures. Twelve (12) participants from the MOJ and the JC attended the workshop. Such trainings are helpful to prepare for new legislative amendments and to build into the Mizan case management system as needed.

• Reducing Judicial Challenges Workshop. ROLP supported the JC's preparations for the Reducing Judicial Challenges Workshop in 2017 by strengthening JIJ and JC planning and delivery of the workshop. Headed by the chief of prosecution, 39 participants from the JC and the Public Prosecution Department attended the workshop, which focused on discussing issues facing judges and prosecutors (Exhibit 27). The workshop recommendations included improving the capacity of prosecutors through specialized training, increasing the number of public

Exhibit 27: Reducing Judicial Challenges Workshop attendees

prosecutors, issuing procedural manuals related to prosecution work, and having prosecutors supervise administrative staff at the public prosecution department.

- Judicial Medical Reports Instructions and Pre-Trial Detention. ROLP worked with the government's Criminal Committee to draft instructions on the issuance of medical reports, regulating issuance processes, and preparing unified forms for medical reports. Members of the named special committee to work on the issue included representatives of the judiciary, the MOH, Public Security, and the Association of Private Hospitals.

The *Regulations for Issuing Medical Reports No. 1* for 2017 were issued and published in the Official Gazette, under provisions of Article 23 of the *Medical Reports and Committees Bylaw No. 13* of 2014, and its amendments.

The regulations included conditions for the issuance of judicial medical reports to ensure validity. ROLP conducted a one-day Criminal Procedure Law Workshop to discuss the issuance of judicial medical reports, instructions and pre-trial detention following amendments to the criminal procedural law. Workshops were held under the patronage of Chief of Prosecution Mohamad Al-Shraideh and attended by 83 participants representing the justice sector, senate and parliament members, journalists, and lawyers (Exhibit 28).

Exhibit 28: Attendees during the one-day Criminal Procedure Law Workshop

- Arabic Typing Trainings. To promote self-reliance and self-sufficiency aligned with Royal Committee recommendations, ROLP, from 2017 to 2020, supported the JC and the JIJ to deliver Arabic typing trainings to judges nationwide. Overall, 609 first instance and conciliation judges at all levels (441 males and 168 female) from Amman, Aqaba, Irbid, Zarqa Maan, Karak, Al-Tafileh, Madaba Jerash, Salt, and Al Mafarq participated, as well as 69 diploma students of the 80th regiment of the JIJ (Exhibits 29 and 30). Trainings were a part of a comprehensive training plan prepared by JC that aimed to train all Courts of First Instance and conciliation judges across Jordan.

Exhibits 29 and 30: Madaba and Aqaba Governorate judges following Arabic Typing trainings

The main issue addressed was the shortage of court typists, and only having one typist for several judges, resulting in delays issuing judgements hand-written by judges. Following the trainings, judges could type their own judgements, relying less on typists, and substantially decreasing the time needed to issue rulings to the parties. Participants received certificates of competition in recognition of their participation.

1.1.11 Improving Case Flow at the Court of Cassation

ROLP helped to develop a new case flow management system customized for the Court of Cassation for use during deliberations. One of the most important advantages of this system is that it is independent from the Mizan program, thus achieving required judgement confidentially. The new system enables judges to write their judgements and comments beginning with the judge presiding over a case and ending with the head of the panel, without the need to rely on the administrative staff.

Exhibit 31: Demonstration of the new system developed for the Court of Cassation

The development and programming of the system was completed in March 2018. The ROLP IT team conducted demonstrations for the technical office, after which several adjustments were completed and integrated into the system. A third demonstration was conducted for the Chief Justice and 20 Court of Cassation judges during the opening of their Arabic Typing Training (Exhibit 31). The Chief Justice welcomed the attendees and expressed his enthusiasm to use the new case flow system and his appreciation to ROLP for all their contributions and efforts to enhance the justice sector across Jordan.

Sub-Result 1.2: Critical judicial and public accountability systems, processes and practices, and the linkages and coordination thereof, between, and among government and non-governmental actors, strengthened

1.2.1 Support to Civil Execution Departments (CED)

The CED is an important entity to enforce judicial rulings. Due to the lack of infrastructure and human resources, the CED became known amongst lawyers as the "graveyard of cases" because of the slowness with which judgements were executed.

ROLP, in close cooperation with the MOJ, conducted a kickoff session to address the issues related to the execution of civil judgments. Seventy (70) participants, consisting of judges,

Exhibit 32: Kickoff Session

lawyers, and clerks specializing in civil execution, attended the workshop (Exhibit 32). The workshop focused on legislation governing civil executions, tools and systems in use, needed expertise, and auctioning of assets. Attendees produced recommendations adopted by the Royal Committee for Developing the Judiciary and Enhancing the Rule of Law.

ROLP supported the process of reengineering in Amman CED at the Palace of Justice through the following:

- Enhance the Amman CED-Pilot Project. ROLP and MOJ worked collectively to reengineer the CED at the New Palace of Justice (NPOJ) as a pilot project. It was selected due to its importance in executing judgements in the business center of Jordan.

Exhibit 33: CED before ROLP intervention

ROLP began the process of renovation and process re-engineering per the Unified Procedures Manual, developed with ROLP support (described above), and worked to facilitate the workflow leading to expedited processes at the department. Renovation included assigning a new space for the department and completely revamping it. ROLP procured furniture and equipment including computers, scanners, and printers. The MOJ formed a committee to oversee the changes consisting of an executive at Arab Bank (representing the private sector), an officer of the execution department of Amman, the assistant of the Secretary General of the MOJ, and ROLP staff. Queuing and appointment systems (Exhibit 34) were developed to better organize workflow and give users appearance times.

Exhibit 34: First use of appointment system

In the system, stakeholders make appointments at the CED, which allows employees time to prepare documentation required for the appointment. ROLP held three brainstorming sessions at the CED, which was attended by the Civil Execution Chief Judge and 50 bank and corporate lawyers. ROLP introduced and explained the new appointment system, and its benefits for lawyers. The appointment system has helped lawyers to save time and review more than 100 case files in one time as opposed to three cases prior to ROLP support. The newly renovated and process reengineered CED officially opened to the public

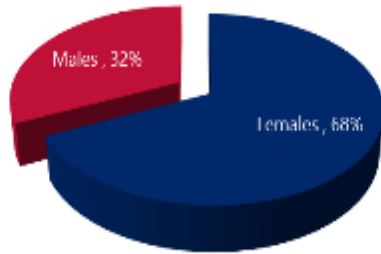

Exhibit 35: Amman CED after ROLP interventions

Exhibit 36: Photo of interns (top); Percent of male and female interns (February 2016 – March 2020: bottom)

in October 2017 and on the first day alone, welcomed 1,600 visitors, who commented on the substantial enhancements of the department and the ease of new processes and procedures.

- Support to CED Staff. Through the Internship Program. ROLP launched an internship program and created an internship manual to regulate the process of hiring and supervision. Several other USAID programs adopted this manual. Initially, seven interns worked at the Amman CED warehouses sorting case files by number and year, and then registered them on the barcode system.

When the internship program proved to be a major success, additional interns were hired for six-month periods. Their daily tasks included registering cases on Mizan, scanning, filing, and accounting. As ROLP's support expanded to include other CED's across Jordan, so did the internship program. Ultimately, 217 interns participated in the internship program (Exhibit 36), and 13 became ROLP permanent staff as junior court coordinators, providing necessary support to the Execution Department, and contributing to an improved model for execution departments.

- Re-organizing Execution Department Warehouses. Prior to ROLP intervention, CED warehouses were extremely disorganized, leading to lost case files or time in locating them (Exhibit 37). To mitigate this issue, ROLP interns sorted through cases dating as far back as 1973, verifying case numbers, listing documents, scanning papers for archival purposes, and registering financial receipts and disclosures of financial information on liabilities. (Exhibit 38).

Exhibit 37: Execution Department warehouse prior to ROLP intervention

Once verified and scanned, interns registered the cases on Mizan, ensuring that all cases, even the old ones, were available online. In total, 88,223 case files were registered. ROLP and MOJ divided the warehouses into two main categories: pending cases (cases under current processing and up to 6 months old) and abandoned cases (cases not processed for over 6 months).

Exhibit 38: Execution Department warehouse during ROLP intern archival process

Pending cases in the warehouse were further divided into three main sections: conciliation, banks and companies, and first instance. Pending cases also included cases requested by judges or lawyers. Once sorted into their respective warehouse (Exhibit 38), a barcode system was introduced, providing the warehouse, box, cabinet, and shelf where each case was stored (Exhibit 39). The effect this had on the CED was dramatic, expediting execution of cases, protecting them from loss, reducing delays, and enforcing and protecting people's rights.

Exhibit 39: Execution Department warehouse following to ROLP intervention

In October 2017, the Minister of Justice and USAID Acting Mission Director officially opened the new CED. (Exhibit 40) The Minister of Justice praised ROLP interventions and achievements made in cooperation with MOJ. The Minister of Justice awarded certificates of recognition to the Department's employees and ROLP interns who worked tirelessly to ensure the success of the project.

Exhibit 40: Newspaper clipping of the opening ceremony

Exhibit 41: ROLP interns with USAID acting mission director Lewis Tatem

In December 2017, ROLP held the Internship Program-Achievements and Lessons Learned Conference with the participation of USAID Deputy Mission Director Lewis Tatem and the Ministry of Justice Secretary General Ahmad Jamailah (Exhibit 41). The conference highlighted the achievements of the ROLP internship program. At the same time, the program benefited young professionals entering the job market to build their experience and be more marketable for future work opportunities within the rule of law.

ROLP and MOJ replicated the successful pilot internship program in Amman at the CEDs in Irbid, South Amman, East Amman, North Amman, Zarka, Madaba, Jarash, Aqaba, Salt, and Karak. In each location, warehouses were renovated and ROLP interns implemented the barcode system, archived all cases in the warehouses, and registered them on Mizan.

In Irbid, the interns archived and registered 21,990 case files, in Zarqa 51,565, in Aqaba 28,750, in South Amman Court 20,371, in North Amman 21,756, and in East Amman 20,112. In each CED, ROLP also implemented a queuing and appointment system, and procured all the needed furniture and equipment to facilitate efficient work.

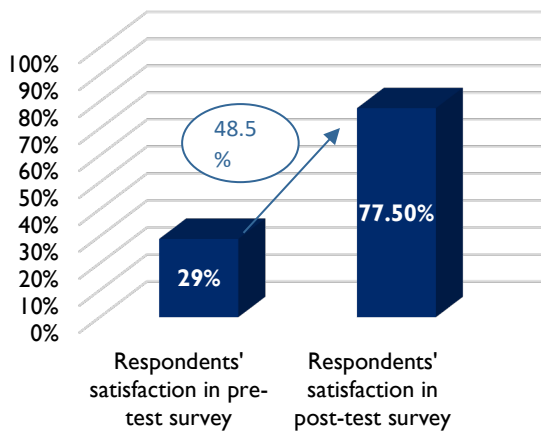*Exhibit 42: The minister of justice during the opening ceremony of the Aqaba CED*

In March 2019, the M&E office conducted a post-test survey for the intervention in the Irbid Palace of Justice. In total, 262 respondents participated in this survey (39 percent of them were female) from among department clients (banks, companies, and individuals). Post-test survey results showed a 49 percent increase in client satisfaction in services compared to the pre-test survey conducted in 2018 (Exhibit 43).

Exhibit 43: Change in respondent satisfaction in CED/Irbid services following ROLP interventions

Improvements cited mainly related to decreases in the perceived challenges faced by court users, including number of cases lawyers must work on per day (respondents reporting this as a challenge declined from 93 percent in pre-test to 55 percent in post-test), the number of case files lost (reports on this challenge declined from 86 in pre-test to percent to 65 percent in post- test), the lack of consistency in service inflow (from 77 percent to 66 percent), and the lack of consistency between places allocated for service provision (from 89 percent to 67 percent). In Zarqa, the post-test survey showed a 50 percent increase in public satisfaction with the department services (Exhibit 44).

Exhibit 44: Change in respondent satisfaction with CED/Zarqa services following ROLP interventions

In November 2019, USAID's Democracy, Human Rights and Governance (DRG) Director and Contracting Officer's Representative (COR), along with ROLP's Chief of Party (COP), visited the Aqaba Court of First Instance (Exhibit 45). Staff spoke of challenges faced in dealing with cases prior to ROLP intervention and how ROLP support addressed these challenges.

Exhibit 45: USAID COR and ROLP COP during visit to Aqaba, November 21, 2019

1.2.2 Establishing a Government Services Complex (GSC)

Exhibit 46: The Minister of Justice and USAID Mission Director opening the GSC

Accessing government services in Jordan has often required citizens and lawyers to visit multiple government agencies around Amman to finalize one transaction or case, which required long commutes, extended waits, and frequent delays, particularly given the limited working hours of government agencies.

To resolve this, the Jordanian government worked to establish and equip 70 GSCs across Jordan to provide services from diverse government entities in one location. Beginning in late 2019, ROLP and MOJ worked side-by-side to initially support this effort by establishing and equipping the first GSC, which now encompasses 80 services from 10 different governmental entities (Exhibit 46).

The complexes brought together several government entities and individuals relevant to judicial processes, namely the MFA, Department of Lands and Survey, Department for Licensing Drivers and Vehicles, Ministry of Industry, Trade, and Supply (MOITS), Companies General Observer Department, commercial registry, non-judgment, securities deposit, judicial execution, criminal information, Securities Depository Center, notaries, accountants from the MOJ for civil execution cases, and an alternate judge during working hours of the complex.

According to practicing lawyer, Mr. Jaber, "before the establishment of the MOJ [Government] Services Complex, during litigation sessions at the NPOJ, judges often had to adjourn sessions to obtain missing case documents from several remote governmental departments, resulting in litigation process being delayed for days or weeks. With the ability to easily obtain prerequisite case documents through the newly established GSC, lawyers at the NPOJ can collect documents and resume litigation in as little as 15 minutes, saving lawyers immense effort and time."

Exhibit 47: Government Service Center in Amman

The Managing Director of the GSC noted that citizens can now complete an application request and pay required fees through the existing accounting system (E-Fawateercom) or by credit card, easing the procedural barriers in obtaining vehicle detention letters and land/vehicle redemption through the Department of Lands and Survey and Department for Licensing Drivers and Vehicle, both of which now offer services at the complex. He added that lawyers report being able to process 12 to 13 transactions per day, which was not possible before the GSC. ROLP and MOJ worked together to roll this model out to Zarqa and Karak Governorates (Exhibit 47).

1.2.3 Support to Amman Criminal, Civil Conciliation, and First Instance Divisions

ROLP helped to archive all cases at the Criminal, Civil Conciliation, and First Instance Courts, totaling 20,108 cases and 141,950 papers. This work helped to expedite issuance of notices to defendants, sending summary judgements to public prosecutors, and allowed Civil Conciliation and First Instance cases to be sent to the Court of Appeal without delays. To assist, ROLP delivered 150 scanners to MOJ. This activity aligned with the Royal Committee recommendation to implement a paperless court system, consistent with His Majesty's vision for an e-government that provides efficient and transparent services to the public.

1.2.4 Training of Amman First Instance and Conciliation Courts Clerks

Exhibit 48: ROLP junior coordinator training court staff

A current ROLP junior court coordinator, formerly a ROLP intern, trained 101 clerks at the Amman First Instance and Conciliation Courts on archiving to raise court staff capacity in correctly archiving documents and judgements before sending the case files to warehouses or other courts (Exhibit 48).

1.2.5 Support to the Prime Ministry of Jordan

In 2021, at the direction of USAID, ROLP conducted meetings with staff at the Prime Ministry to determine their needs. To better face COVID-19 restrictions, it was determined that the Prime Ministry needed better equipment to be able to conduct required online meetings with His Majesty the King and the Council of Ministers. Following USAID approval, ROLP procured new laptops as well as audio and video systems for the main meeting room at the Prime Ministry, also training staff in its use.

1.2.6 Support to the Judicial Institute of Jordan (JIJ)

The JIJ head requested ROLP support to enhance its website to allow individuals to apply online for judicial positions instead of only in person. ROLP developed system requirements and specifications and programmed the new system to integrate with other agencies so that participants can obtain documents from the Civil Status Department, MOJ, and the JI, amongst others. In February 2021, JIJ received over 1,000 applications for open judicial positions through the new website after announcing that applications would now be accepted online.

1.2.7 Support to the Jordan News Agency (Petra News)

ROLP engaged with a new counterpart, the government-owned Jordan News Agency (Petra News), to enhance and build capacity in serving the public. A needs assessment identified that the news agency needed IT support, specifically for their website. ROLP helped develop a new website that was more efficient, integrated, and user friendly.

1.2.8 Increase Access to Justice Through Process Re-engineering of Amman Public Prosecution Office (APPO)

ROLP conducted process reengineering of APPO. ROLP team members first met with the Amman First Prosecutor and staff to discuss the reengineering. The ROLP team then contracted an architect designer to redesign the layout. After the final design was signed off by counterparts, process reengineering began (mid-2016 through end-2017).

Process reengineering was used to make public access to the department easier as well as help to reduce processing times for legal requests and procedures. The needs of PWDs were taken into consideration in the re-engineering process and the reengineered department was equipped to make it more accessible to PWDs.

Exhibits 49 and 50: Public Prosecution Department before and after ROLP intervention

Ahmad, a visually impaired 29-year-old professional working at an IT company, shared his personal experience in using the newly upgraded facility. "When I first used the Braille visual guidance boards to find my way through the waiting hall and different offices, I felt a great deal of independence to access legal services at APPO," he recalls. "When I used to come to Amman Palace of Justice and APPO, I faced very embarrassing moments when I had to ask people for assistance in direction, people would start giving directions to left and right, not considering that

Exhibits 51 and 52: New signage installed at the Public Prosecution Department which includes Braille

this was not helpful given my visual impairment. Now, with accessing the visual board using the Braille method, I can move freely and independently to my required destination!"

The Minister of Justice and USAID Acting Mission Director officially reopened the new Amman Public Prosecution Department. The MOJ awarded certificates of recognition to APPO employees and ROLP who worked tirelessly to ensure the success of the project.

1.2.9 Modernization and Developing Criminal Justice System and Execution of Judgements

ROLP supported the justice sector to develop needed analyses, white papers, and other research

Exhibit 53: Minister of Justice and USAID Deputy Mission Director cutting the ribbon at APPO

dedicated to identifying issues and means to resolve them in the modernization process, as follows:

- Developed a descriptive analysis study of Juvenile Cases. In June 2017, ROLP finalized in a study of juvenile cases from 2012 to 2016 that was based on Mizan generated data. The study identified and categorized juvenile cases based on geographical distribution and gender and by type of conviction including alternative sanctions. The MOJ approved the study and delivered it to institutions and members of the juvenile committee formed by the MOJ. This study helped these institutions to conduct more in-depth research into the crimes committed by juveniles.

- Developed a *Comprehensive Crime Study* by analyzing registered criminal cases that took place from 2013-2017. ROLP supported MOJ to develop a crime study, using Mizan-generated data, to identify criminal cases based on geographical distribution and gender, and categorize cases by type of conviction and number of defendants. ROLP also suggested a coding system to classify types of criminal cases according to the United Nations Office on Drugs and Crime coding system, identifying the economic and social reasons behind committing crimes, the reasons behind repeat crimes committed, and submitted suggestions and recommendations for crime reduction. ROLP completed the report in phases.

Exhibit 54: Comprehensive Crime Study

Phase 1. The first statistical report studied registered criminal cases for 2013-2017 at all First Instance, Conciliation, and Felony Courts, and showed that a total of 824,420 criminal cases during that time frame. The committee then decided to study in-depth 24 crimes based on the

most frequently committed, level of danger, and with the most negative impact on the economy.

Phase 2. The second statistical report, based on 707 questionnaires collected from prisoners at rehabilitation centers, showed that 75 percent of prisoners said they would not commit any crimes upon release, while 14 percent said they would. The latter will be studied further as to why they responded as they did.

Phase 3. The third report, related to drug use and possession, was based on data provided by the MOI. It showed the actual number of cases related to drug possession and/or usage from 2013-2017, which is expected to rise further over the next three years.

ROLP's reports showed that cases tended to take excessive time to resolve and emphasized the importance of shortening this process. ROLP held a three-day workshop to introduce the study report results to Criminal Phenomenon Committee members, which resulted in recommendations and approvals of needed changes. The attendees further drafted a strategic work plan to develop prevention strategies to reduce crime. Based on the study's findings, ROLP developed a framework for confronting crime and recidivism. Among its central recommendations was the creation of a National Aftercare Commission to develop programs to support the social and economic reintegration of former inmates, provide family support, and improve their long-term social and economic status.

Exhibit 55: Minister of Justice Dr. Bassam Al Talhouni letter of appreciation

The study also served as a baseline for a follow-up analytical study that the MOJ carried out with ROLP support, focusing on criminal cases from 2018-2020. In October 2019, ROLP printed 700 copies of the crime study distributed to relevant entities. Minister of Justice Dr. Bassam Al Talhouni sent a letter of appreciation for ROLP's efforts in preparing the mentioned study, *Crime, Recidivism, and Crime Confrontation Strategies in Jordanian Society,* to members of the National Committee (Exhibit 55).

In January 2021, the Minister of Justice requested additional support from ROLP to develop two statistical reports based on the above-mentioned study. ROLP conducted the study and presented the reports that illustrated recidivism rates and the number of convicted inmates sentenced to one year or less. MOJ requested ROLP to prepare a third report analyzing the data provided by rehabilitation centers for the years 2015-2020. ROLP finalized the report with concentration on recidivist inmates.

- Provide technical assistance to MOJ to develop a trafficking in persons (TIP) study. Based on a request made by USAID and the Minister of Justice, ROLP developed a *Trafficking in Persons Closed Study* for 2019. The study captured the reasons why Jordan dropped to the 'Tier 2 Watch List' on the *Trafficking in Persons Report*, issued by the U.S. State Department in 2019. The TIP Report stated that the GOJ did not demonstrate an increase in effort to prevent TIP compared to previous reporting periods. It attributed the decline in Jordan's ranking to multiple factors including the GOJ investigating, prosecuting, and convicting fewer traffickers, assisting fewer victims, and continuing to arrest, detain, and deport trafficking victims for unlawful acts they were forced to commit. The year 2019 saw a decline in TIP cases referred to prosecution, but that decline is not as substantial as initially reported (Exhibit 56).
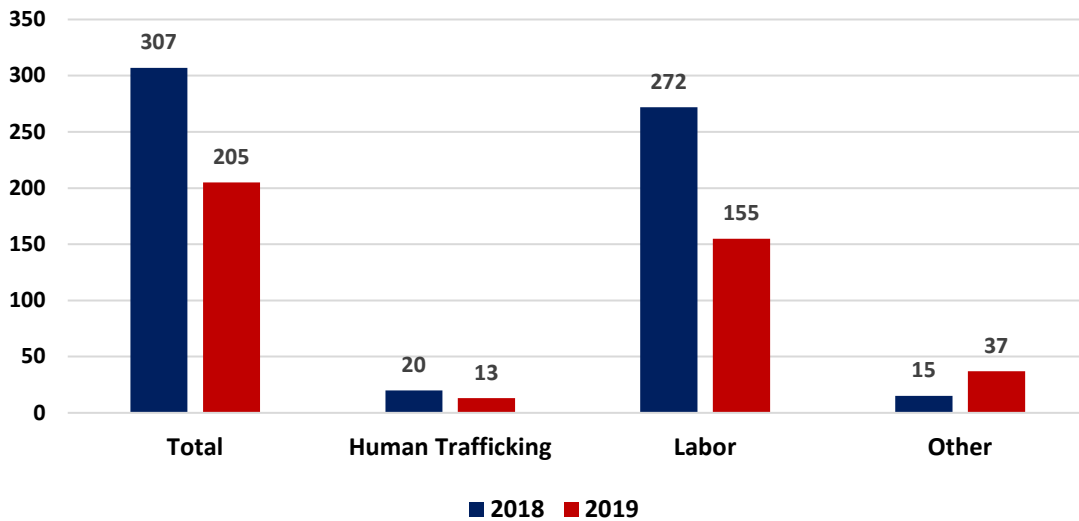
Exhibit 56: Number of TIP cases referred for prosecution, 2018 and 2019

The report included recommendations such as continue to proactively screen for and identify trafficking victims among vulnerable populations (foreign migrants and refugees); activate immediate response measures to protect trafficking victims (protection measures, preventative measures, required legal assistance, and psychological support); increase the number of specialized anti-TIP police officers and adequately train them on victim identification; and raise the capacity of officials specialized in investigating TIP crimes (law enforcement and Counterterrorism Unit officers).

The goal is to increase authentication and acceptance of evidence presented during trial and continue to raise the capacity of prosecutors, judges, and prison officials. Recommendations included greater specialization in TIP cases including designating a public prosecutor to investigate TIP cases. ROLP finalized the report based on feedback from USAID.

1.2.10 Restructuring the Criminal and Civil Clerk Offices in Selected Courts

ROLP carried out a series of activities to restructure criminal and civil clerks' offices to make them more efficient and responsive to the needs of clients of the justice system as follows:

- Restructuring of the Criminal Evidence Warehouse at the Amman Court of First Instance. ROLP provided support to restructure and make the Criminal Evidence Warehouse at the Amman Court of First Instance more efficient and ensure against lost files and records. ROLP team members implemented a barcode system, which made locating evidence easier, and protected the chain of custody to prevent tampering. ROLP separated the packaging of criminal evidence based on jurisdiction of the court including information and the case number relating to the evidence stored inside. Overall, 11,250 bags of evidence were electronically linked to their related cases.

Exhibits 57 and 58: Before and after photos of the Amman Public Prosecution Department Warehouse

- Restructuring the Criminal Evidence Warehouse at the Irbid Court of First Instance. ROLP worked with the Irbid Court of First Instance to improve processes at their criminal evidence warehouse by reengineering the offices and providing them with needed equipment. ROLP interns implemented a barcode system, making it easier to locate evidence and protect it from tampering. ROLP delivered 4,000 evidence bags to the Criminal Evidence Warehouse at the Irbid Court of First Instance, in addition to a barcode machine, and one printer.

- Restructuring the Criminal evidence warehouse at Amman Public Prosecution Office (APPO) and Amman First Instance Court (Exhibit 59 and 60). Based on the request of the Amman Public Prosecutor, ROLP reengineered the public prosecution office and provided needed equipment, using interns to implement a barcode system for evidence identification and to protect it from tampering. ROLP delivered 3,800 evidence bags in addition to 2,000 boxes to the APPO to start the reengineering process by defendant. In March 2020, ROLP completed sealing evidence on 200 cases at the APPO.

  Restructuring the criminal evidence warehouse at North, West, and East Amman First Instance Courts. At the request of the MOJ, and Chief Judge of the Amman Court of First Instance, ROLP supported improving the criminal evidence warehouses of four courts by reengineering the offices and processes and providing the necessary equipment to make it easier to locate evidence and prevent tampering. ROLP provided evidence bags to organize evidence according to the jurisdiction and by sealing the items in specific bags (Exhibit 60). ROLP procured 20,000 evidence bags to organize the criminal evidence in accordance with

the jurisdiction of the court and by sealing the items, containing all relevant information, in those bags to avoid the possibility of evidence tampering

Exhibits 59 and 60: Criminal Evidence Warehouse before and after ROLP intervention

- Technical Assistance to develop the *Justice Sector Strategic Plan 2017-2021*. ROLP conducted strategic planning workshops with members of the MOJ, JC, and JIJ in Amman. The workshops provided orientation on strategic planning terms and fundamentals such as mission/objective statements, SWOT (strengths, weaknesses, opportunities, threats) analysis, and political, economic, social, technological, legal, environmental (PESTLE) analysis. The interactive workshops involved members of the strategic planning team completing case study exercises. The JC, MOJ, and JIJ then completed the justice sector's internal and external environmental analysis through conducting comprehensive SWOT and PESTLE analyses.

Exhibit 61: JC, JIJ and MOJ members participated in the strategy workshop

The initial workshop was attended by 50 participants consisting of the leadership and technical representatives of the MOJ, JIJ and JC (Exhibit 61 and 62). The purpose was to discuss, review, and approve the draft *Strategic Plan*. This resulted in revisions to the vision and mission of the three institutions, setting of their strategic goals for the upcoming five years (2017 – 2021), and developing suggestions for strategic initiatives and/or projects to achieve the goals. ROLP provided technical assistance to finalize the *Strategic Plan*, which was formally submitted to justice sector leaders including the Minister of Justice and the Head of the Judicial Council, for final approval.

Exhibit 62: Presentation at the strategy workshop

- Support follow up on Royal Committee recommendations. Following the release of Royal Committee recommendations, ROLP helped to revise the previously prepared *Justice Sector Strategy 2017-2021* for alignment. Once amended and approved, ROLP printed 1,500 copies that were distributed to concerned government entities.

  In coordination with the MOJ, ROLP conducted a two-day workshop with 70 government staff representing the different justice sector entities to develop operational plans necessary to implement Royal Committee recommendations including timelines, expected results, and key success factors. During the workshop, assigned working groups developed operational plans while ROLP developed the M&E system to follow and quantify progress.

1.2.11 Support National Survey

ROLP conducted a baseline public perception survey in 2016 to set benchmarks and then an endline survey in 2019 to assess impact. The studies targeted judges, justice sector employees, and court users, including lawyers and citizens (litigants and applicants of other services). The main purpose of the baseline was to establish impact measurement targets, while the endline survey (2,244 participants including 282 judges, 648 lawyers, 238 court staff and 1,076 court users) sought to measure the impact of improvements in court services from courts user perspectives and judicial sector staff (judges and court staff). Findings were delivered to MOJ and stakeholders to consider and incorporate in ongoing work. Direct key informant interviews were also conducted in the Courts of First Instance across Jordan. Key highlighted results included:

- Use of MOJ e-services.

  Lawyers who used MOJ e-services reported reduced time and effort (82 percent, 71 percent respectively); shortened duration of litigation (28 percent); and enhanced transparency (25 percent). The most widely used e-service was Claims, Requests, and Notary Publics Documents Inquiry Service (72 percent), followed by Civil Execution Cases Registration (65 percent), Registration of Procedural Requests for Civil Execution Cases (60 percent) and Fees Calculator (56 percent).

  From the judges' perspectives, the use of MOJ's e-services by judges, lawyers, employees, and the public helps to shorten litigation. Seventy-five percent (75) of the judges who responded to the study used the MOJ's e-services during litigation, looked at electronic case files (26 percent), electronically followed up on cases (38 percent), and typed their own judgments (37 percent). About 85 percent of court staff who took part in this study reported that lawyers were using MOJ e-services. When asked about the most utilized services by lawyers, the staff mentioned that 59 percent used e-services for their cases registration and case fees payment (39 percent of lawyers).

- Improvements in judiciary performance.

  A comparison between baseline and endline data illustrates an improvement in Jordan's judiciary performance in regard to shorter duration of litigation (from respondent perspectives), with a change in the percentage of respondents who reported that the duration of litigation was long (Exhibit 63).

Around 58 percent of lawyers, 46 percent of courts staff, and 38 percent of judges reported that civil execution cases had improved.
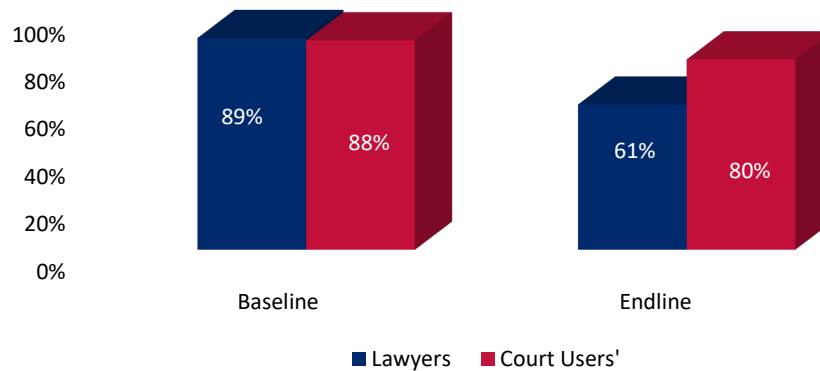

Exhibit 63: Percent of respondents reporting that duration of litigation in Jordan is long

1.2.12 Development of Knowledge Management Capabilities of MOJ

ROLP worked with the assigned knowledge management committee at the MOJ to form a collection of MOJ staff questionnaires for classifying MOJ knowledge resources, entry of data collected into the classification Microsoft Excel form for the MOJ, and coding and analysis of data on the knowledge management classification form. This formed the base of their knowledge management strategy and development of an operational plan to expand knowledge manage resources.

1.2.13 Improve and Upgrade the Communication and Information Technology of Justice Sector's IT Infrastructure

ROLP conducted assorted studies and developed software applications to improve justice sector information technology (IT) infrastructure as follows:

- *IT Justice Delivery Study.* ROLP worked with MOJ on building its IT efficiency and effectiveness in the justice delivery. The objective was to develop and implement a plan to enhance the MOJ IT department, divided into four main pillars: HR, applications, processes, and infrastructure.

- Human resource studies. ROLP developed reports discussing human resource processes within the IT department focusing on structure, functions, responsibilities, communication, competencies, and number of staff. The goal was to improve human resource management in the IT department as effective human resources management plays a vital role in expediting and efficiently improving MOJ IT operations. The two reports that resulted from this assessment were *IT Department Structure and Job Descriptions* and *Capacity-Building Plan for the IT Team*.

- Software applications. An assessment provided recommendations to enhance performance of existing software applications, after which ROLP assisted the MOJ in amending applications to make them more accessible and usable. This included modifications in the Mizan case management system and others including archival, financial, human resource and payroll, and other internal resources.

- Case management procedures and processes. This analysis reviewed procedures and case management workflows in the courts. The analysis resulted in ROLP supporting MOJ in process reengineering of several court procedures to reduce unnecessary steps in various case types. ROLP also focused on enhancing current archival systems and enabling daily backup of information. The Minister of Justice further requested ROLP's help developing their web portal to include more e-services and to make them more useable. Reports resulting from these assessments included as-is process documentation for technical departments at courts (steps, responsibilities, documentation, attachments, KPIs, and legalities); as-is process documentation for supporting departments at MOJ; services manual documentation; roles and responsibilities manual (job title vs. responsibility); and a stakeholder analysis report.

- Infrastructure. The *IT Infrastructure of the Justice Sector Analysis* reviewed the capacity and operational status of existing hardware available at the MOJ and the courts, to assess what further IT services are needed to support operations. The analysis included documenting the existing hardware available, identifying gaps in standard services, and assessing key IT priorities for new and improved services. Based on the report, the Minister of Justice made an urgent request to ROLP to purchase 58 servers for document archiving, which USAID approved and ROLP procured. ROLP provided new Storage Area Network (SAN) storage allowed the courts to extend their storage space capacity and significantly improved capacity and efficiency within the courts.

1.2.14 Improve Justice Sector's IT systems to Support Their Growing Requirements and Enhance the Justice Sector's Quality Control

As a result of the abovementioned assessments, ROLP, from 2017 through the end of the project, supported the MOJ to develop e-services crucial to enhancing services provided by the justice sector and to facilitate their work. ROLP supported MOJ to develop 45 e-services identified as top priority, namely:

1. Judicial guarantee
2. Electronic accounts of corporations
3. Registration of objections
4. Forensics
5. Expedited civil requests
6. Viewing of casefiles (for lawyers)
7. Case dismissal (execution case)
8. Appealing administrative court rulings
9. Petitions of administrative court cases
10. Registration of official complaints of official associations
11. Request to delay the payment of fees
12. Renewal of civil suits
13. Issuing letter of release
14. Calculation of fees to execute rulings
15. Request to calculate fees of civil suits and payment of due fees
16. Rehabilitation
17. Payment of fees related to rent disputes

18. Receiving payments related to rent disputes
19. Judicial notices
20. Notary public
21. Inquiring about transferred amounts to the bank in execution cases
22. Obtaining a copy certified by the notary
23. Inquiring about impounded cars
24. Registering of cassation request for civil cases
25. Registering accounts for experts
26. Registering of a request for proxy
27. Filing request to summon in civil cases
28. Execution department bonds appointment
29. Submitting a request for special pardon
30. Request for a re-trial
31. Payment of criminal case fees at airports
32. Statistical reports for all services
33. Registration of official entities cases
34. In violation of article 11 of the magistrate courts law
35. Registration of a judicial notice
36. Registration of appeals for civil cases
37. Registration of civil requests
38. Execution of seizure issued by judicial decisions on amounts deposited into banks
39. Registration of a request for a general proxy
40. Submitting statements in civil cases
41. Submission of the appeal by written order
42. Application for a licensed notary
43. Request and present notary public documents related to bank accounts
44. Minor disputes and fast track for civil cases
45. Obtaining Non-Conviction Record Certificate

Developing these e-services played a crucial role within the wider e-government project and the *National Renaissance Plan for Jordan.* They were in line with His Majesty's vision for an e-government. They also had a tremendous positive effect on the public. For example, the number of people who used to queue in line to apply for the Non-Conviction Record Certificate often reached 300,000. The application can now be submitted with the click of a button using a MOJ mobile phone application and e-services on the MOJ web portal.

To support the effort to develop IT infrastructure and facilitate the use of the e-services developed, over the course of project, ROLP procured a large number of IT equipment including servers, SAN storage, over 1,000 laptops and desktops, printers, and scanners, which they distributed to MOJ and courts across Jordan. ROLP also contracted a local firm, Optimiza, to provide maintenance and support services to Mizan 2, which covered the court management system, notary public management, and notification management.

1.2.15 Development of Mizan 3 Case Management System

As part of ROLP's support to enhance court procedures, efficiency, accountability, and enforcement of rules, which directly affect Jordan's economic security and stability, in 2019, ROLP and subcontractor IBLAW initiated plans to upgrade the Mizan 3 case management system. This work included identifying the technical and functional requirements needed to update the database structure and user interface with Jordan's e-judiciary system, and updated technical and functional requirements, database structure, and the user interface for these systems. MOJ, ROLP, and IBLAW formed a high committee and technical teams to review and discuss the progress.

Based on the analyses conducted, ROLP, IBLAW, and the MOJ technical teams developed and approved the scope of work for Mizan 3. In February 2020, Optimiza was selected to develop Mizan 3 due to its capacity as the original developer of Mizan 2 and long-term maintenance provider for the MOJ's Mizan system. Optimiza began to work on the Mizan 3 platform, which included the following components:

1. Automated fees calculation, revenue, and deposit systems (case fees). Mizan 3 contains an accounting system that links courts together so that the fees, deposits, and revenues are calculated and issued through the judicial system in a unified manner. This system will be used as a tool to manage judicial system financial transactions, fees, revenues, and deposits.

2. Judicial inspection. Mizan 3 contains a new component to automate procedures in the Judicial Inspection Department and increase the speed of the department's work.

3. Dashboards and statistical reports. Mizan 3 enables easy access to necessary reports when needed, and the ability to extract smart dashboard reports that enable decision-makers to make decisions to improve performance.

4. Enhancements and modifications to existing Mizan 2 features. Mizan 3 contains 124 improvements and developments required by the judiciary and MOJ. These updates to Mizan 2 address the growing judiciary needs and will increase the speed cases are processed and closed. Two main functions that were part of these enhancements include word engine replacement and the automation of administrative functions through the public prosecution department.

5. Integration and web portal. Mizan 3 includes an application programming interface integrated with various government institutions to allow access between Mizan 3 and other governmental institutions to facilitate work and speed up procedures. The application links Mizan 3 and court web portals and facilitates the addition of other institutions when needed.

6. Case unified number. Mizan 3 includes a unique case number. Unlike Mizan 2, where a case changed number multiple times over time, in Mizan 3 there is a unique number for each case throughout its active life. This new module also handles pre-entered cases by developing a mechanism to locate and unify the various numbers associated to one case under the same number.

1.2.16 Video Conference System

In line with Royal Committee recommendations to modernize and enhance the criminal justice sector and execution of judgements, ROLP supported the MOJ to implement a video conference system to cover four courts and four rehabilitation and correction centers across Jordan. The video conference system links courts to rehabilitation and correction centers to expedite the litigation procedures and reduce prisoner transportation costs. On July 26, 2019, the first remote trial was conducted in at the Amman Court of First Instance, a historic moment Jordan (Exhibit 64).

Exhibit 64: The launch of the video conferencing system

1.2.17 Courts Excellence Award

ROLP supported MOJ to design and develop a court excellence award model to reward improved services delivery and customer satisfaction, and promote competition between different courts of the same size and type. In March 2019, ROLP delivered the final version of the main award criteria, award score sheet, and assessor's guide to MOJ. This was followed by meetings with the Minister of Justice and other MOJ leaders during which award criteria were presented and approved.

1.2.18 Electronic Auction Workshop

ROLP supported MOJ in holding a one-day workshop on electronic court auctions in Amman. Twenty-five MOJ and JC staff attended the workshop. The workshop discussed requirements of the auction system according to the new civil execution law. Following the workshop, the system was amended according to law requirements and attendee feedback.

1.2.19 Technical Assistance and Material Support to Improve Criminal Execution of Judgements

To expedite the case sorting process, ROLP met with the head of the Court of First Instance in 2017 to adopt procedures to improve execution of criminal judgements of cases. ROLP named nine of its most distinguished interns to become permanent ROLP program staff and work as junior court coordinators to expedite work at the court.

The new junior coordinators played a vital role in ROLP efforts to enhance the Amman Court of First Instance. They began supporting criminal warehouse employees before their official start date by archiving criminal cases into Mizan.

Exhibit 65: Reviewing cases

Through their efforts, ROLP finished criminal court warehouses enhancements at NPOJ. This process included organizing 10,000 cases to ensure they reached execution. ROLP further

reviewed 5,934 cases, of which 920 remained unexecuted, which was problematic considering that their statute of limitations was nearing expiration. The junior coordinators helped to resolve this issue by assisting court staff to issue criminal notifications for these cases prior to expiration of the statute of limitations.

ROLP interns reviewed accumulated cases of the Criminal Conciliation Court of Amman Court of First Instance, totaling 17,000 case files, to ensure their execution by the Amman Public Prosecutor. They entered judgement summaries into Mizan that were submitted to the notification department as pre-steps before reaching the Amman Public Prosecutor.

1.2.20 Judicial Institute of Jordan (JIJ) e-Learning Registration System

ROLP supported the JIJ to upgrade their e-learning system by subcontracting with TAG-consultants, to work with JIJ to add a new e-registration system to JIJ courses. The new feature enables students to register into a course and be approved by an administrator. Administrators also can enroll students and provide them with course suggestions based on the course set/collection they registered for. Registered students to receive an SMS notification to approve their course enrollment(s); and data related to the system now is migrated to JIJ's database.

1.2.21 Economic Chamber

Based on Royal Committee recommendations, the Central Economic Chamber was established in October 2017 to tackle the rising number of economic and financial cases brought in the wake of the global financial crisis. The Chamber will contribute to promoting Jordan's investment environment, capital stability, and the country's rating by global economic entities. In August 2018, ROLP supported the JC and MOJ by reengineering a space for the Economic Chambers at Amman NPOJ. A training plan identifying needs for the Economic Chamber judges was prepared to help expand case knowledge.

1.2.22 Ongoing Support and Assistance to Enhance the Capacity of the Courts to Deal with Small Claims Cases and Fast Track Case Management and Cases Related to Investments

ROLP conducted technical assistance to improve the effectiveness of the courts including:

- Establishing a Technical Office at the Court of Appeal. JC approached ROLP to establish a Technical Office at the Court of Appeal, consistent with a Royal Committee recommendation to enhance and fast-track case management. ROLP held meetings with the Court of Appeal judge overseeing the project to discuss location and office needs. Site visits to the NPOJ identified a location for the office that met the space and staff needs. MOJ approved designs and a tender was issued after selecting the winning bidder. Work began in June 2018 and was completed in August. ROLP provided furniture and computers.

- Parallel to the construction, ROLP helped draft technical office job descriptions, and staff were onboarded mid-2019. Staff included a specialized judge and 12 office clerks whose main functions were split between civil and criminal cases. For civil cases they classified the cases based on claims and case subjects, provided court panels with the latest legislations, conducted legal research on precedent, and referred cases to the specialized panels. For criminal cases they classified cases based on the appellate (whether submitted by the public prosecutor or the convict), and audited payment and appeal periods.

- Other support to the Court of Appeal. ROLP worked with the Court of Appeal at the request of the head of the court to discuss ways to fast-track their cases. A plan was and implemented late February 2018. A group of interns (4 female) started work at the Civil Case Registration

Department to distribute and monitoring uniquely numbered cases to judges. Additional interns were distributed to six departments at the Court of Appeal: Criminal Conciliation, Cassation, Fees Calculation, Criminal First Instance, Felonies, and Notice Department. In total, ROLP interns handled 40,000 cases, accelerating case processing.

1.2.23 ROLP Support to the Legislation and Opinion Bureau (LOB)

The LOB plays a key role in government as it is tasked with reviewing and editing new laws and providing support to amending existing ones. ROLP engaged with LOB in various areas to support its work and help improve the services it provides to other governmental agencies and the public in general.

- *2020-2022 Strategy.* ROLP worked with LOB to identify their message, mission, strategic goals, and KPI's. An inclusive approach was taken to ensure that all parties participated to develop the strategy, including the LOB head, SG, senior legal advisors, and key staff. The ROLP team also held meetings with major LOB counterparts including the Prime Ministry, Ministry of Higher Education, Tax Department, KACE, and Ministry of Digital Economy and Entrepreneurship (MODEE). As the entities that work closest with LOB, they were in a unique position to advise on LOB weaknesses and areas for enhancements.

  The recommendations fed directly into the development of the *Legislation and Opinion Bureau 2020-2022 Strategy.* In October 2019, the strategy was approved by the LOB head and 300 copies printed and distributed within LOB (Exhibit 66). ROLP further supported LOB to translate the strategy into English and print 30 copies.

Exhibit 66: LOB head and SG receiving an Arabic copy of the strategy

- Implementation plans. In March 2020, LOB requested ROLP support to develop a strategy implementation and action plan. ROLP conducted three training sessions for LOB senior and middle management and key staff on how to develop implementation plans. Following the training, ROLP met with each department individually to assist them to identify goals and plans to achieve them. Due to the COVID-19 outbreak and resulting nationwide lockdown, this work was substantially hindered. While ROLP tried to remotely collect each department's implementation plan, this was a slow process. In the meantime, ROLP developed an M&E system to help LOB track progress implementing their strategic goals, and create monthly, quarterly, and annual reports with ease.

Exhibit 67: M&E system homepage

Exhibit 68: During the LOB M&E system training

Once the lockdown lifted in June 2020, ROLP reengaged with meetings with LOB staff to help them develop their implementation plans and goals to be added to the M&E system (Exhibit 67). ROLP helped the departments to finalize their plans and simultaneously train them on how to use the M&E system (Exhibit 68). The last meeting/training was conducted in June 2021 concluding ROLP support to LOB in their strategic efforts.

- Organizational development. In parallel to development of the LOB strategy, ROLP worked on improving roles and responsibilities in each unit, drafted new LOB bylaws, revised existing and created new job description, and developed new organizational development and human resources plans. Key LOB staff contributed to the development of these new structures and functions, ensuring that they best reflected their needs and how they envisioned their future operations. Final versions were submitted to LOB leadership, which in turn submitted them to the Prime Ministry for approval. The LOB informed ROLP in June that several documents were approved.

- Enhancing the IT environment. Following an assessment of the LOB IT environment, including their current IT equipment, ROLP helped define needs and prepared a requirements report, including equipment specifications, submitted to USAID for approval. Following approval, ROLP, through a tender, procured needed equipment that included laptops and desktops, printers, scanners, and a server. In January 2020, ROLP installed a TV screen in the main meeting room where the ministers meet to discuss bylaws and legislations.

LOB further requested ROLP to help develop an archival system and automated process. LOB already had a good internal system with only minor adjustments needed. Since LOB did not own the source code for their archival system, ROLP could not amend the system. However, ROLP's IT team provided an analysis and recommendations that LOB will use in the future to discuss with the company that developed their original system.

- Conduct specialized trainings to LOB staff. ROLP's M&E team developed a training needs survey used to assess current LOB staff qualifications and training needs. Based on these findings, ROLP developed an analysis report of LOB training needs and drafted a training plan.

  In October 2020, ROLP began training sessions for LOB IT staff. Three LOB IT staff members completed networking training and received certificates of completion (Exhibit 69). Programming training was initially set to begin in November 2020 but postponed due to a national lockdown and finally completed in early January 2021. ROLP, through an AWLN grant, also conducted various trainings to LOB legal staff.

Exhibit 69: LOB IT staff after completing networking training, with the LOB SG and trainer

Sub-Result 1.3: Reduced undue influence and increased transparency and effectiveness both at public decision making and in the public sector, and in the operation of the JC, including employment, recruitment, promotion, procurement, decision making, and delivery of public services

1.3.1 ROLP Support Establishment of the Judicial Council General Secretariat (JC GS)

A main ROLP result was building stronger and more effective judicial administration that further promotes the judicial branch's independence, paves the way for more efficient and cost-effective administration, and a long-term commitment to increased transparency and accountability. A key step in this process occurred in January 2018 when the Judicial Council endorsed the *Judicial Council General Secretariat Bylaws*, which established the General Secretariat at the Council. The Secretariat is dedicated to handling judges' affairs, training and specialization, planning, finance and budgeting, and communication and media., defined and improved JC's administrative functions through technical support, and helped to re-organize the structure of the Secretariat. Over the course of the project, ROLP, the Council, and the Chief Justice worked in the following areas:

- Strengthened institutional pillars. ROLP and the Council developed organizational structures, job descriptions, and business processes for the General Secretariat. ROLP championed system automation and provided training, mentoring, and support to establish various units within the Secretariat to manage the judiciary's affairs and maintain a high level of judicial performance and user satisfaction. These units included judges' affairs, development and strategic planning, training and specialization, and media and communications.

- Provided infrastructure and needed tools and equipment. ROLP supported the Secretariat and its administrative units by supporting construction of a prefabricated structure on the roof of the Court of Cassation to house unit heads and administrative staff, provide offices and meeting rooms, and procure needed office equipment and laptops.

- Strengthened human resource management. ROLP provided the media and communications unit with a media specialist and two assistants to developing a media and communications platform. ROLP provided surge support in the form of two employees and nine interns to assist the Council, judges, and staff in their daily tasks such as monitoring daily media reports, updating the Council website by uploading new decisions of the Court of Cassation and JC, and coordinating General Secretariat events and training sessions, specifically with the Training and Specialization Unit. Interns further proofread various documents and researched relevant legal articles.

- Information technology support. ROLP supported the Council to develop their website and improve the media and communications unit to build public trust in the judiciary through strategic communications programs. The ROLP IT team also developed a workflow system that allowed for deliberations over cassation cases between judges on the same panel and drafting the final judgment for the case, while maintaining its confidentiality. Further support was activating the inquiry of cassation cases, motions, and petitions for lawyers through the web portal. This service allowed lawyers to view the summary judgments without having to visit the court.

- Supported key procurements. ROLP provided the Council with furniture for the General Secretariat, distributed 480 laptops to judges, and requested 500 legal reference books and materials from Cairo for the Council library.

- Studies, publications, and reports. ROLP conducted numerous studies and reports including:

  Comparative study on the Council's role in managing financial and budgeting development issues. ROLP conducted the study using European models (Sweden, Ireland, Denmark, France, Italy, and Serbia). The study showed that in some countries, court administration and budget responsibilities, including judge salaries, are transferred to the Judicial Council instead of MOJ to reduce external interference. Subsequently, ROLP suggested appropriation of the Jordanian judiciary budget during the first phase, as follows:

  Judges' affairs. Including special allowances, rewards, and privileges; judicial travel expenses; judicial capacity building and training expenses; and scholarships and study visits.

  Communications and media. Expenses of legal and judicial awareness programs for court users; costs of judicial publications issued by the Judicial Council.

  Judicial Council and General Secretariat. Expenses of judicial and legal studies and research; expenses of external judicial delegation visits; expenses for the development, printing, and publication of annual judicial reports; expenses to develop legislation and use the necessary experts and competencies; and expenses and costs of judicial consultations.

  Judicial Code of Conduct. ROLP assisted the Council to design and print the new *2017 Judicial Code of Conduct,* consisting of 32 articles. This code organized interactions and behaviors among different judges, judges and litigants, and litigants.

  Unified Procedural Manual for CEDs. ROLP developed and printed a *Unified Procedural Manual for CEDs* that unified processes as appropriate for all courts across Jordan. The

manual consisted of legal briefs for civil execution, civil execution procedures, a section on properties custody, and use of expert processes and guidelines.

Annual Judicial Reports. ROLP supported JC to develop their *Annual Judicial Reports 2015-2020,* including analyzing information collected and the accomplishments of the Council Jordanian courts, the Public Prosecution Department, State Lawyer Department, JIJ, and rank of the Jordanian judiciary according to international standards and indexes. ROLP also designed and printed the reports, along with two special copies that were submitted to His Majesty the King (Exhibit 70).
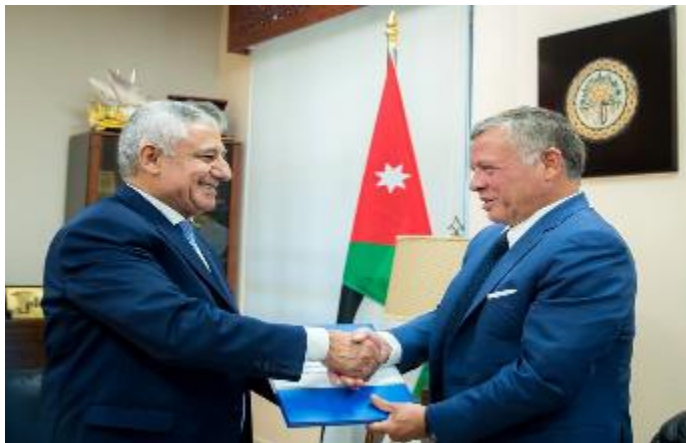
Exhibit 70: JC head delivering the Annual Judicial Report to His Majesty the King

- Study tours and visits. To improve justice service delivery and court and case management, ROLP supported JC to conduct study tours.

Study Tour to the National Judicial College, Reno, Nevada. To improve justice service delivery and raise the capacity of judges to deal with their cases, ROLP conducted a study tour for judges to Reno, Nevada's National Judicial College. The Chief Justice and 17 senior judges, along with two ROLP representatives, participated in this study tour, which focused on trial court governance; role of the presiding judge and court administrator; and leadership, including the need for leadership in the judiciary. Participating judges gained understanding of traits for effective leadership in addition to summarizing the role that trust plays in effectively leading others.

Exhibit 71: Judges visiting the National Judicial College in Reno, Nevada, USA

Exhibit 72: Participating judges on the Egypt study tour

Egypt Study Tour. In May 2017, the new Chief Justice made several organizational changes within JC, including the appointment of four new judges to the Technical Office at the Court of Cassation. To enhance their skills and provide them with an opportunity to gain experience from their counterparts, ROLP supported the Judicial Council to conduct a study tour for 10 judges to the Technical Office at the Court of Cassation in Egypt (Exhibit 72). The agenda had multiple visits to the Egyptian Court of Cassation and discussion sessions with Egyptian judges and court staff. The Jordanian Ambassador to Egypt hosted a dinner with the participating judges.

Exhibit 73: Participants on the Morocco study tour

Morocco Study Tour. In February 2018, ROLP assisted the Council to conduct a study tour to the Kingdom of Morocco to introduce Jordanian judges to major Moroccan judicial concepts, processes, and procedures in the Courts of Cassation and its Technical Office as well as the Inspection Department. Thirteen Cassation judges and two Judicial Inspection Department judges attended (Exhibit 73). Judges shared experiences with their Moroccan colleagues, visited the Moroccan Court of Cassation, Technical Office, and Inspection Department, and attended presentations on specific judicial concepts. Upon return, the judges submitted feedback on the study tour, which was useful. They stated that they intended to share their experience with local judges to promote a culture of excellence and knowledge exchange and adopt international best practices.

French National School for the Judiciary Study Tour. ROLP supported the Judicial Council to send 20 newly appointed chief judges of the Courts of First Instance to a training on court management at the French National School for the Judiciary (Exhibit 74 and 75).

Exhibit 74 and 75: Participants on the French study tour

Trainings focused on the problems facing court chief judges in distributing cases, mitigating delay, and appropriate management of court administration, along with field visits to the Paris Palace of Justice and the Court of Appeal. This training was particularly important as judges in Jordan are trained on how to exercise their judicial roles, but not in management. The training is especially critical for the new heads of courts, who will confront human and organizational issues requiring specific training.

- Conferences and judicial meetings. During last five years, ROLP supported the Judicial Council to conduct conferences and meetings.

Fourth Meeting of the Arab Union for Administrative Judiciary. During the third meeting of the Arab Union for Administrative Judiciary held in Cairo on August 1, 2018, the Kingdom of Jordan, represented by the Chief Justice, was selected to head the Arab Union for Administrative Judiciary for two years. As such, the fourth Arab Union for Administrative Judiciary was held in Jordan in March 2019, under the patronage of His Majesty King Abdullah II. Fifteen (15) Arab countries participated (Exhibit 76).

Exhibit 76: Fourth meeting of the Arab Judiciary

The Council requested ROLP support with event logistics and planning. ROLP agreed as the event directly supported the project's goal of enhancing transparency and promoting stability. Workshop sessions included topics related to rights of expression and administrative judge authority in controlling administrative decisions related to rights of expression. The Chief Justice, many current and former ministers and high-ranking officials, and court chief judges and judges, both local and regional, attended the opening ceremony.

The subsequent two-day workshop was attended by 150 regional judges and legal professionals. It resulted in numerous recommendations including emphasizing the role of administrative judges in enhancing freedom of expression as a main constitutional right; encouraging Arab countries to grant the jurisdiction of controlling publishing decisions to the administrative judiciary; and issuing legal frames to regulate and organize the use of social media while avoiding the restriction of freedom of expression.

Exhibit 77: Orientation session for unifying courts

Orientation session on unifying courts procedures based on new procedural laws amendments. In February 2018, ROLP supported the Judicial Council to host three orientation sessions in Middle, North and South Governorate Regions. Orientation sessions were attended by Conciliation and First Instance judges and facilitated by First Instance Chief Judges of Amman, Irbid, and Karak, along with Chief Judges of Courts of Appeal, who discussed

how to unify judicial procedures and practices for new or amended laws.

The feedback to these sessions was positive as they led to clarifications of misunderstood procedures and the judges were able to address these misunderstandings together. In total, 384 judges attended these trainings (Exhibit 77).

Orientation session for northern governorates judges on speeding up the litigation processes and civil execution of judgments. In September 2018, ROLP supported the Judicial Council to arrange a meeting between the Chief Justice and the northern governorates judges. Attendees discussed legal cases related to their governorate, the importance of accelerating the execution of judgements, improving judge abilities through trainings, and expediting the litigation process. The Chief Justice stressed the importance of conducting such meetings on a regular basis, due to their value.

Exhibit 78: Orientation session for northern governorates judges on appeal procedures based on civil and criminal procedures laws amendments.

Orientation session for northern governorates judges on appeal procedures based on civil and criminal procedures laws amendments. In July 2017, ROLP assisted the Council to conduct sessions on new procedural changes to civil and criminal laws. The first session was attended by 43 civil judges from middle governorates and the second was attended by 35 judges from middle governorates specialized in criminal challenges (Exhibit 78). The sessions focused on effective implementation of amended procedural laws, which now allow Courts of First Instance to function as appeal courts and dispose of challenged civil conciliation court judgments.

Exhibit 79: Session to define the role of the judiciary in enhancing the rule of law

Session of defining the role of the judiciary in enhancing the rule of law. In November 2018, ROLP supported the Judicial Council to present a session on how rule of law relates to national security, and judge's authority takes into consideration mitigating factors during trials. Twenty-eight (28) criminal appeal judges participated, led by the chief of the Criminal Panel at the Court of Cassation and head of the Amman Court of Appeal (Exhibit 79). The session focused on newly amended legislation adopted based on his Majesty's vision and recommendations of the Royal Committee.

Financial Investigation Training on money laundering crimes. In 2018, ROLP supported the Council to conduct trainings on financial investigation in money laundering crimes, targeting 44 public prosecutors from across Jordan. The trainings, delivered by representatives of the Anti-Money Laundering Unit, focused on defining international

standards of money laundering and Jordan's rank complying with these standards, legislative and procedural progress dealing with said crimes, the judiciary's role reducing them, and raising the capacity of public prosecutors to investigate such crimes. Training sessions resulted in numerous recommendations on how to emphasize judge roles to combat money laundering and corruption, build a database to track investigations and suspects, and develop a more comprehensive training curriculum targeting judges.

Meeting between the Chief Justice and Northern Governorate judges. ROLP supported the Council to hold meetings between the Chief Justice and judges across Jordan. In January 2020, a meeting with Northern Governorate judges discussed judiciary accomplishments, vision, and court needs. The 170 participants highlighted key issues including decreasing case backlogs, increasing case security, implementing fast-track procedures for small civil claims, and reducing detentions during investigation. The Chief Justice expressed his gratitude to USAID and ROLP for their continuous support to enhance Jordan's justice system.

- Capacity building and trainings. ROLP and JC delivered the following trainings.

Exhibit 80: Participants at the Soft Skills Training

Soft Skills Training for clerks of the Technical Office at the Court of Cassation. A two-part training was held in June and August 2016 for 15 technical office clerks to build their capacity in communications skills, team spirit, and teamwork, and techniques to improve work productivity and internal communications (Exhibit 80).

Court Administration Training. In September 2017, the Council and ROLP held a four-day court administration training session for 21 chief judges of First Instance Courts, four attorney generals, three Court of Appeal judges, and an Amman Court public prosecutor. The training raised the administrative capacities of newly appointed judges and government attorneys, focused on new case flow management methods, outlined criteria for communication channels with internal and external counterparts, built work teams, improved the work environment, and promoted integration between court staff and judges.

Exercises included activities and role-plays to foster an interactive environment among participants. It resulted in suggestion including conducting meetings for chief judges to discuss unifying court procedures, enhancing the Mizan system to incorporate changes required by new law amendments, and preparing a unified procedural manual related to court management.

Training on amended laws. To fulfill the Judicial Council's objective of training Amman Conciliation and First Instance Court judges on new or amended laws, in light of Royal

Committee recommendations, ROLP provided extensive support to the Council to develop a training plan for Amman Governorate judges and attended each session to ensure training quality and assist instructors as needed.

The trainings, delivered by specialized judges, began in October 2017, and lasted until March 2018. They targeted judges of Courts of Conciliation and First Instance. A total of 430 judges, 215 of whom were female, attended (Exhibit 81). Trainings focused on amendments to the Penal Law, Criminal Procedural Law, Civil Procedural Law, new Conciliation Law, Evidence Law, Civil Courts Formation Law, and Civil Execution Law.

Exhibit 81: Training on amended laws

Court Management Training for JC and GC. ROLP supported the Council to deliver a three-day training targeting 27 newly appointed chief judges. The Role of Chief Judges in Court Management Training was held in August 2019 (Exhibit 82 and 83). Major training topics covered the *Judiciary Strategic Plan 2017 – 2021* which will assist new chief judges in the implementation of ongoing activities and the start of new initiatives; court management covering human resources management and how to form a team culture.

Exhibit 82: Participants during the Role of Chief Judges in Court Management Training.

Specific topics including data-driven court management, core management competencies, strategic planning, continuous improvement and innovation strategies and case management; and communication skills*,* focusing on the elements of communication, time managements, leadership, and body language.

Chief judges stated that they appreciated the practical focus and relevance of the training to their new roles and the issues courts are currently facing. The workshops resulted in recommendations,

Exhibit 83: Attendees at the Role of Chief Judges in Court Management Training

principally the addition of trainings on judicial statistics, improving the administrative organization of the courts and the tasks of the administrative staff, and conducting periodic assessments of the courts (administrative staff, infrastructure, and procedures) to determine court needs.

Component 2: Increased Public Demand for Public Accountability, Transparency, Rule of Law, and Protection of Human Rights

Sub-Result 2.1: Increased public awareness and advocacy for public accountability, transparency, rule of law, and protection of human rights including women's access to justice

2.1.1 Improve the Capacity of the Jordan Integrity and Anti-Corruption Commission (JIACC) to Meet International and Domestic Commitments

ROLP provided capacity building and institutional strengthening support to the JIACC as follows:

- Developed the *Integrity and Anti-Corruption Strategy (2017-2025).* ROLP's strategic partnership with and support for the JIACC was a priority activity, especially considering the JIACC's leading role in ensuring the adherence to *National Integrity and Anti-Corruption Strategy* principles. The ROLP team played an active role in events and activities focusing on building the internal capabilities of the JIACC to develop its strategy and manage the implementation of adopted goals and projects.

  JIACC and ROLP held three strategic consultation sessions with concerned stakeholders from public and private sectors, NGOs, and the media to solicit feedback and remarks on the strategy. ROLP integrated adopted recommendations into the draft strategy. The consultations, attended by 163 attendees including 34 women, resulted in recommendations that focused on building public sector capacity, mobilizing civil efforts to fight corruption, and enhancing integrity, accountability, and transparency in public and private sectors and among CSOs.

  The JIACC strategy was developed with engagement from all departments. The process served as a capacity building exercise for JIACC staff. The result was JIACC ownership and initiative to develop a comprehensive national strategy with eight strategic goals, 22 programs, and 78 projects. The eight strategic goals addressed are:

  1. Enhancing national integrity system
  2. Building advocacy
  3. Raising awareness for fighting corruption
  4. Prevention of corruption
  5. Enhancing the rule of law
  6. Reviewing existing and draft legislations to close gaps leading to corruption
  7. Building partnerships and enhancing communication
  8. Building JIACC capacity to improve performance and maximize achievements

  Prime Minister Dr. Al-Mulki launched the strategy during the commemoration of International Anti-Corruption Day. JIACC's chairman credited ROLP for technical support provided to the Commission during the strategy development process and expressing a desire

to continue the strategic partnership in the future. ROLP also supported English translation and strategy printing.

- Improved JIACC external communications and interface with stakeholders and the public. ROLP delivered a 15-day training from February through April 2017 (Exhibit 84) to build the capacity of the JIACC social media team in the following areas:

Exhibit 84: JIACC participants during a social media workshop

1. Set up and optimize JIACC pages within each social media platform to ensure efficient and effective transmission of messages aligned with their mission and vision

2. Design visual social media content using a variety of tools and software to produce media posts and brochures

3. Generate, edit, publish, and share daily content (posts of original text, images, info graphics, video, or HTML) that builds meaningful connections, encourages community members to act, and increases MOJ's social media content visibility

4. Continuously improve social media accounts performance and outreach to target audience by capturing and analyzing appropriate social data and metrics, insights, and best practices, and identifying and engaging key audiences with JIACC social media posts and messages

5. Respond professionally and promptly to negative feedback from followers, thereby turning feedback into an opportunity to inform the public about the values of integrity and anti-corruption in society

6. Create and edit e-content and customized messages according to each social media target audience

7. Use web analytics and marketing measurement tools such as Twitter and Facebook Analytics to benchmark audience growth, demographics, and geographical locations on social media platforms

8. Prepare periodic social media analysis summary reports to account for percentage growth in number of followers, audience demographics, most popular posts, messages, and interactions according to media overview and metrics

Six female and five male staff attended the training, followed by on-site visits to JIACC to ensure the proper implementation of learnings on JIACC's social media platforms.

- Develop JIACC's new website. To promote public awareness of JIACC and facilitate the process of submitting a complaint or grievance, ROLP supported development of a new interactive website (Exhibit 85) that contained features such as online forms for grievances and information, news and events, a newsletter system, and user surveys and polls. ROLP held two trainings over six days targeting content administrators to prepare them and/or web editors to manage the site including frequent updating, adding, deleting, and editing content. Training included technical sessions for JIACC IT staff on technical maintenance and troubleshooting. Training sessions participants included 10 JIACC staff members (six females and four males). JIACC launched the website in March 2018.

- Build JIACC forensics lab capacity. ROLP supported JIACC to build the capacity of the forensics lab by providing one workstation and seven software packages, namely FTK 6 Standalone, Cellebrite, RECON for Mac OS, EnCase and XRY, DVR Examiner, and Magnet Axiom. ROLP also provided training and mentoring to forensics staff to build their efficiency to transfer and analyze digital data.

Exhibit 85: JIAAC website design

Exhibit 86: USAID DRG inspecting the new forensic lab

In April 2017, USAID and ROLP attended the official handover ceremony of the forensics lab, including hardware and software (Exhibit 86). JIACC's chairman thanked USAID for their support in providing needed equipment and technical support. The ceremony concluded with a field visit to the lab, where technical staff demonstrated positive impact of the newly delivered tools to assist with corruption case investigations. In 2021, ROLP extended its support by providing specialized forensics training courses for JIACC investigators to expand their knowledge and capacity to recover and analyze digital data, including:

1. Computer Hacking for Forensics Investigators in which investigators acquired knowledge and skills on the computer forensics investigation process, techniques to defeat anti-forensics, data acquisition and duplication, network forensics, and investigating web attacks and email crimes.

2. Ethical Hacking focused on lawful authority granted to specialized investigators to retrieve, recover, and investigate data and look for evidence in digital devices. Participants gained skills and knowledge on a variety of topics including footprint reconnaissance and analysis; network scanning; vulnerability analysis; system hacking and session hijacking; firewalls and honeypots; cryptography; and hacking web servers, web applications, wireless networks, and mobile platforms.

3. Open Source Intelligence training for 30 JIACC employees (Exhibit 87). The training focused on planning and management of online investigations, determining what and how to collect data, monitoring web and social media sources, and generating data from news sources.

Training participants also gained knowledge on topics such as geolocation; imagery and mapping; analysis through data collation and synthesis; social network and link analysis; building custom search engines; and managing online presence. The course included lessons on investigating emails, phone numbers, online profiles, websites, and organizations.

Exhibit 87: Participants in the Open Source Investigation course

ROLP supported issuing accreditation certificates for JIACC IT and forensics lab staff who participated in the trainings to become Certified Computer Hacking Forensics Investigators and Certificated Ethical Hackers by the International Council of Electronic Commerce Consultants. The certificates allow investigators to be recognized as internationally accredited digital investigation and ethical hacking experts, enabling them to provide credible evidence in corruption cases.

- Other technical support. ROLP provided the following furniture and equipment to assist JIACC to build and facilitate their work:

1. Camera and 10 tablets to assist JIACC to implement its communications and social media strategy

2. Two rack servers used for the case management system developed by JIACC developers

3. 25 desktops for newly assigned staff and consultants of the Public Security Directorate and Jordan Armed Forces (Military Justice) to enhance JIACC investigation and prevention efforts

4. Desks, drawers, chairs, waiting chairs for newly assigned staff and consultants from the Public Security Directorate and Jordan Armed Forces to enhance JIACC investigation and prevention efforts

5. 12 tablets used by compliance teams in the field

6. One metal safe for keeping backup data tapes

7. Backup system for case data

8. Three shredders

9. Three high quality copiers

10. Mobile and fixed shelving units for archiving and filing case files

ROLP also dispatched 30 JIACC staff on a two-month English course to strengthen job-related skills and more effectively provide transparency, accountability, and justice to Jordanian citizens.

2.1.2 Improve the Capacity of the Companies Control Department (CCD) to Enhance Governance, Transparency, Integrity, and Accountability in Public and Private Sectors

The CCD plays a vital part in ensuring the security and stability of Jordan's economy as the central location where companies are registered and the first point of contact for foreign entities with Jordan. By reengineering CCD service processes and developing new e-services, ROLP supported the improvement of Jordan's business environment, which in turn lead to more investments and economic growth. It further served His Majesty's vision for an e-government and ROLP's objectives to enhance governance and transparency. Since 2017, ROLP engaged with CCD to conduct the following activities:

- Reengineer delivery procedures of services offered by CCD to improve performance measured by cost, time, and quality. Reengineering activity started mid-2017 and went through the following 13 CCD service classification categories:

  1. Company registration
  2. Legal amendments
  3. Financial amendments
  4. Approvals for foreign funding related to nonprofit companies
  5. Transforming company type
  6. Writing-off companies
  7. Company liquidation
  8. Merging companies
  9. Control on companies
  10. Motion of verification letter for courts
  11. Issuance of certificates
  12. Company file view
  13. Addressing official authorities for foreign companies

- Updated SOPs for walk-in customers and online users. The ROLP team documented as-is status SOPs, which were reviewed and approved by CCD business owners and MODEE, formerly the Ministry of Information and Communications Technology. They then analyzed SOP as-is situations and developed a to-be vision for walk-in customers and online users. Finally, they conducted a gap analysis between the as-is situation and the to-be vision, providing recommendations to address these gaps. ROLP concluded this activity in the first quarter of 2019 and submitted deliverables to CCD and MODEE.

- New CCD website. ROLP helped to develop the CDD website according to requested design specifications. The new website includes queries and statistics and access to e-services developed by ROLP. ROLP integrated the CCD website with the Registry of Interests in Movable Property at the MOITS. At CCD's request, ROLP assisted to retrieve data related to

real beneficiaries on company profiles, which is an international requirement to fight money laundering. CCD launched the website late 2018.

- **Automated CCD e-services.** As part of CCD's effort to increase transparency, department efficiency, and fight corruption by minimizing human manipulation in registered companies' data, ROLP and CCD automated the following e-services:

Companies Registration e-Services. This e-service allows applicants to submit company registration requests electronically without visiting CCD, and sign the registration request at a later date after completing all requirements, documents, and approvals. It allows applicants to receive a certified copy of the registration certificate either in-person or through the mail. The e-service entails registering limited liability companies, general partnerships, limited partnerships, operating foreign companies, and non-operating foreign companies.

Through the e-service, investors submit company data related to form, capital, economic activities, partners, and representatives of the company and other information so that the CCD can conduct an automatic audit to process applications, obtain approvals from authorities, and communicate with applicants through email and SMS services. To simplify procedures for investors to obtain services and reduce time and effort, ROLP integrated the service with the following main service delivery stakeholders through web services:

1. Civil Status and Passport Department
2. Public Security Directorate
3. Social Security Corporation (SSC)
4. Income Tax Department
5. Amman Chamber of Commerce (ACC)
6. Amman Chamber of Industry (ACI)
7. eFAWATEER.com, a web-based invoice payment site to pay registration fees to CCD, ACI, and ACC
8. Internal archiving system at CCD

In addition, ROLP created accounts for the following entities that require licensing requirements, or those who grant pre-approvals for economic activities/goals for companies:

1. Entities which grant pre-approvals for economic activities: MOITS/Insurance Department; Securities Commission; Central Bank; MPWH; MOI; National Demining Authority

2. Entities that require licensing requirements: Ministry of Labor; Ministry of Culture; MOSD; MOH; Ministry of Environment; Civil Aviation Regulatory Authority; Jordanian Maritime Authority; Land Transport Sector Regulatory Commission; Ministry of Higher Education; Customs Department; Department of Lands and Survey; Ministry of Tourism and Antiquities. The goal is integration with banks operating in Jordan, so that an investor can visit the bank, open a bank account for limited liability and private shareholding companies, and deposit at least half of the capital without the need to go to the CCD to receive a letter of deposit. The number of companies registered through these e-services since they were launched late-2018 through April 2021 was 3,689, the majority of which were for limited liability companies (2,658).

3. Issuing e-service certificates. This e-service enables applicants to request documents and certifications and receive them either electronically or manually through the mail or by visiting the CCD. The service includes issuing and certifying the following certificates: attested last certificate of registration; certified minutes of the last extraordinary general assembly meeting; certified minutes of the last ordinary general assembly meeting; certified copy of the last memorandum of association; certified copy of the last To Whom It May Concern certificate; To Whom It May Concern certificate for economic activities/ goals, partners, current company management, authorized signatories, company center, or legal amendments. CCD launched the service in early 2019, and by April 2021, 7,219 documents and certificates were issued.

4. Request for approval of foreign funding e-service for not-for-profit companies. The Open Government Partnership (OGP) Initiative contained an enhancing partnership and dialogue between the public sector and civil society commitment that seeks to establish dialogue between the government and CSOs on the mechanisms of approving these institutions to receive foreign funding. To implement this commitment, the company's controller requested ROLP assistance to develop a request for approval of foreign funding e-service to simplify the approval process. The ROLP team developed the application, which now enables non-profit companies registered at CCD to submit requests for approval of funding from foreign organizations. Submitted applications are subject for internal auditing by CCD concerned staff and forwarded, through the portal to the MOI, Ministry of Planning and International Cooperation, and relevant stakeholder/s for approvals.

Once concerned stakeholders provide their approvals, the companies controller sends the application to the Minister of Industry, Trade, and Supply, which in turn decides and sends it to Prime Ministry for final approvals. The service contains controls including notifications if administrative expenses exceed 30 percent of total expenses from both client and administrative sides.

Exhibit 88: E-service launch press release

CCD launched the e-service in September of 2019 with a press release (Exhibit 88), acknowledging USAID/ ROLP's support in developing the service in response to demands by CSOs aiming to facilitate processes for gaining approval from government on foreign funds for not-for-profit companies.

Following a decision by the prime minister, workflow for the service changed, resulting in stopping the e-service to reengineer and then automate it. ROLP amended the Software Requirements Specification (SRS) and submitted it to CCD in February 2020, subject for their comments. CCD requested that ROLP suspend the work; therefore, it will need to be supported in future USAID projects.

5. Deposit of financial statements e-service. This e-service allows applicants to deposit financial statements for their companies without having to visit CCD. The service also allows users to enter data for economic statistics such as the sector where the company operates, balance sheet data, assets, liabilities, and income. The service assists in electronically electing auditors for the coming fiscal year as requested by the Companies Law. CCD officially launched this service in April 2019. When a new companies general controller was assigned in late-2019, he requested many amendments to the service, such as the inclusion of financial statements for more than one fiscal year in the same application, as well as assigning a financial auditor office rather than an individual, which resulted in developing a new service that CCD launched in June 2020. ROLP assisted with its implementation. CCD ensured that this service became mandatory for companies to use by making it the only way to deposit financial statements. This led to CCD receiving 14,258 applications at the time of writing.

6. Legal Amendments e-service on limited liability companies (with sub services). By November 2019, ROLP developed the following sub services related to legal amendments on limited liability companies and sent them to CCD and MODEE for testing:

   - Modifying memorandum and articles of associations;
   - Submitting minutes of meeting of the constituent general assembly;
   - Submitting minutes of ordinary meeting for general assembly;
   - Submitting minutes of extra ordinary meeting for general assembly;
   - Submitting minutes of meeting of the management committee;
   - Transferring shares; and transferring shares to heirs.

   MODEE concluded a first round of quality assurance testing but did not conduct a second round based on directions from Minister of Trade, Industry, and Supply and Minister of Digital Economy and Entrepreneurship to give priority to developing Single Sign On (SSO) and Digital Signature activities. This e-service was replaced with the Online Deposits e-service (detailed below).

7. Legal amendments e-service to limited and general partnership companies. This service allows users to apply for the following legal amendments on general partnership companies:

   - Amending objectives and economic activities;
   - Amending company name;
   - Amending the company's home office and ability to open branches;

- Amendment to those authorized to sign on behalf of the company;
- Amending the term and period of the company;
- Amending status of a partner (only in limited partnership companies);
- Withdrawal or joining of a partner/ partners; and
- Adjusting shares; and defining heirs.

CCD approved the SRS developed by ROLP in December 2019, but suspended development based on directions of MOITS, MODEE, and CCD to prioritize SSO and Digital Signature. This e-service was replaced with a new one, Online Deposits e-service (detailed below), which covered this scope of work.

8. Liquidating general / limited partnership companies e-service. This e-service allows limited or general partnership companies to apply for company liquidation. CCD approved the SRS developed by ROLP in August 2019, but suspended the development based on directions of MOITS, MODEE, and CCD to prioritize SSO and Digital Signature. This e-service was replaced with a new one, Online Deposits e-service (detailed below), which covered this scope of work.

9. Online deposits e-service. This e-service allows applicants to submit meeting minutes for companies for the purpose of reflecting legal amendments on all company types in addition to applying for company liquidation without having to visit CCD. ROLP developed this e-service upon the companies' controller request to replace legal amendments on limited liabilities companies, legal amendments to limited and general partnership companies, and liquidating general or limited partnership companies e-services mentioned above. This e-service was fully developed and launched in October 2020 and by April 2021, 17,990 applications were submitted through it.

10. Insolvency registry. In December 2019, CCD requested ROLP support to develop a unified e-Insolvency Registry in accordance with Insolvency Bylaw No. (8) for the year 2019 issued pursuant to Insolvency Law No. (21) for the year 2018. The electronic registry would have served to register and publicize the following data, information, and procedures set in the bylaw for insolvency to the public:

- Court insolvency declaration decision;
- Incident of the insolvency agent depositing the final accounting report and the creditors committee's notes;
- Incident of preparing the creditors list and the claims and documents attached;
- Court announcement of concluding the preliminary phase and the start of the reorganization phase;
- Proceedings of the creditors' general assembly meeting;
- Court decision regarding the objections submitted to the reorganization plan;
- Court decision to start the liquidation phase;
- Deposit the liquidation plan to the court after completing the distribution;
- End of insolvency procedures;
- Any decision or event related to insolvency procedures that the statute or the court report stipulates to be declared in the register;

- Designing and developing forms for organizing electronic announcements for insolvency records in accordance with article no. (7) of the Insolvency Bylaw, so that the announcements are organized through the CCD;
- Designing and developing screens of insolvency agents according to the Bylaw; displaying the insolvency records on the CCD website to the public; and
- Linking insolvency registry with all related national registries and the possibility of future linkage with international ones.

While ROLP concluded developing the SRS for the Registry and obtained approval in May of 2020, CCD requested that the development of the service be postponed until further notice, which was never received. This e-service may need to be addressed through future USAID or other donor support.

11. Motion of verifying letters for courts e-service. This e-service allows individuals as well as judicial authorities (courts) to request explanations about a company registered at the CCD according to the records kept within the CCD. CCD approved the SRS developed by ROLP in November 2019, but suspended development based on directions of MOITS, MODEE, and CCD to prioritize SSO and Digital Signature.

12. SSO integration for company registration e-services (6 e-services). This authentication method allows users to securely authenticate with multiple applications and websites by using just one set of credentials, a username and password. ROLP concluded integrating CCD registration e-services SSO in September 2019.

13. Digital signature integration for company registration e-services (6 e-services). This method allows companies' partners or their agents to electronically sign the company registration application and its appendixes without the need to visit CCD to sign them manually. By August 2020, ROLP, in cooperation with CCD and MODEE, integrated the 6 company registration e-services with a digital signature.

14. Centralized database for authorities. CCD communicated with USAID to request support to develop a centralized database and system to define company authorized signatories and to specify each company's member privileges when using governmental e-services. This system allows government institutions as well as banks to view authorized signatory information for each company and its delegation.

The minister of MODEE decided to develop this concept to further cover the companies and the proprietorship registered at MOITS in this system. CCD and MOITS approved SRS developed by ROLP in April 2020 and immediately ROLP began developing the system, completed in September 2020. ROLP prepared the needed environment to assess the system by MODEE, however, due to the COVID-19 pandemic of 2020, the minister of MODEE decided to postpone the testing until further notice to allow for the automation of the e-services needed to minimize the number of beneficiaries due to COVID-19.

15. QR code. ROLP developed a new e-service that allows companies to issue their certificates online without the need to visit CCD. Through this service, the certificates are issued with a QR code from which certificates can be retrieved and verified. The service was launched in August 2019 and by April 2021, 56,526 certificates were issued.

- Hardware. To facilitate CCD's use of the above-mentioned e-services, ROLP provided the following hardware:

  1. Two document scanners with its flatbed
  2. Two Windows server 2016 STD
  3. SmartRack 42U Server Cabinet
  4. Cyberview 19" Sliding Monitor
  5. Two Dell PowerEdge R530 server
  6. Two Fortinet FORTIWEB 400D
  7. Four Fortinet FORTIGATE 500D
  8. Dell EMC Unity 300 Storage System
  9. Askemo air conditioner
  10. Two Canon DR-G1100 Flatbed 201 scanners
  11. Three laptops
  12. Two Kodak i3450 Scanners
  13. Three tablets
  14. One color laser printer

- Capacity building. To ensure e-service sustainability, ROLP dispatched two programmers specialized in .Net and Oracle courses to provide training to CCD concerned staff and continue the work of sustaining and maintaining the services.

- Archiving. ROLP supported archiving and moving 48,663 physical files of written-off companies no longer archived. Those files were moved to CCD warehouses in Rusaifah to make space for new files to be stored at CCD. Exhibit 89 shows the total number of e-services ROLP developed for CCD.

| Exhibit 89: e-Services developed for CCD ||
e-Services developed for CCD by ROLP	Utilization
Company registration	6,149
Financial statement deposit	9,457
Legal and financial deposit	13,875
Issuing archived certificates	5,982
Issuing certificates and QR code	48,030
Foreign funding	34

2.1.3 Increase Public Demand for Public Accountability, Transparency, Rule of Law and Protection of Human Rights; and Improve Justice Sector's Capacity to Comply with International and Domestic Commitments in Public Accountability

- Support for PWDs. ROLP facilitated disabled access to justice by addressing accessibility and accommodation issues. ROLP targeted the rights of PWDs as a key issue and initiated

multi-level interventions to facilitate greater access to justice for PWDs (Exhibits 90, 91, 92, and 93).

Exhibits 90, 91, 92, and 93: Improving access for PWDs

This approach is consistent with the approved law on the rights of PWDs issued in 2017. The Higher Council for the Right of PWDs (HCD) is considered the umbrella for overseeing and coordinating efforts to implement articles of the new bill with relevant responsible stakeholders.

To address the lack of data related to PWDs' participation in and access to justice, ROLP conducted an assessment by distributing a questionnaire to judges throughout Jordan. The questionnaire collected data on the current situation of access to justice for PWDs in terms of numbers and case types filed with the court system, the nature of obstacles facing judges during the litigation process to ensure justice for PWDs, and needed technical assistance for judges to facilitate litigation and allow for better justice services to members of this vulnerable group.

From the findings, ROLP developed a comprehensive assessment report that included proposed recommendations to be adopted and acted upon by the Judicial Council and the basis upon which to build a plan to support this community. It provided a detailed framework for the results of the HCD institutional evaluation, accompanied by poll results collected by employees and the Board of Trustees. The report included the Institutional Capacity Assessment (ICAT) results gathered from evaluation sessions held with staff and management teams.

ROLP assigned an expert/accredited sign language interpreter to build a legal term glossary to assure a truthful interpretation for the persons with hearing disability at courts. The expert formed a team composed of persons with hearing disability and accredited sign language interpreters who identified the most needed legal terms and most used while interpreting in court. In cooperation with ROLP legal advisers, a comprehensive glossary of 205 legal terms was developed. ROLP, in partnership with the HCD, conducted trainings on the glossary for 25 accredited sign language interpreters.

In 2018, ROLP focused on specific issues to protect the rights of PWDs. As a first step, ROLP worked to ensure that court facilities are accessible and easy to use by PWDs. Support included installing handlebars and mirrors in the NPOJ elevators, establishing special parking, installing ramps leading to the NPOJ, and installing 52 signs in Braille across the Juvenile Court.

ROLP worked with NPOJ to adapt court rooms to host PWDs by assigning space in courtrooms specific to PWDs including space for wheelchairs. A total of 56 courtrooms were enhanced. ROLP rehabilitated two restrooms on both ground and first floors at the NPOJ making them

Exhibit 94: PWD trainings for court employees

accessible by PWDs. ROLP enhanced seven courtrooms at the Juvenile Court with designated space for wheelchairs. In 2019, ROLP conducted three trainings for court employees to raise awareness on the rights to equal participation at courts for PWDs. Sixty (60) employees were targeted covering the three regions (Center, North, and South) (Exhibit 94).

NPOJ established a Support Services Office to support PWDs when needed, to provide information and courtroom directions, assistance in filling out documents and clarifying online services, and a place to rest and charge their electronics. ROLP provided the office with an electronic security door, electronic directional sign, and two roll-up banners clarifying the services provided by the office.

Based on their efforts and successes, USAID directly supported HCD's annual budget for 2020, doubling their total budget and enabling them to pursue broader strategic objectives. ROLP supported the HCD in this effort by providing technical assistance to effectively manage the additional financial resources, assigning an expert to help them align action plans to their 2020 and beyond objectives. In February, ROLP submitted both an updated and approved action plan for 2020 and the financial plan, incorporating all activities and budget allocations.

At USAID request, ROLP developed a video reflecting the facilities enhanced at NPOJ to improve PWDs access to justice. ROLP developed the video with both MOJ and NPOJ and two persons with physical and visual disabilities. The video showed the customer journey starting from arrival at the car park through leaving NPOJ, using the facilities provided by ROLP. The MOJ and HCD uploaded the video on social media pages and a press release was issued to local newspapers.

- Increase public awareness for public accountability and access to justice. ROLP developed and promoted media outreach materials for the MOJ including flyers and wall posters (Exhibit 95 and 96), and social media posters (Exhibit 97 and 98).

Exhibit 95: MOJ non-conviction registration certificate wall poster, February 2018

Exhibit 96: MOJ e-services flyer and wall poster, March 2018

Exhibit 97: First social media poster for MOJ e-services for lawyers, July 2019

Exhibit 98: First MOJ e-services social media poster for citizen services, July 2019

Sub-Result 2.2: Increased monitoring and oversight by non-governmental actors of GOJ performance in strengthening public accountability, transparency, rule of law, and protection of human rights including women's access to justice

2.2.1 Strengthening Government's Transparency

ROLP worked with several institutions to help improve and strengthen the transparency of government operations. Key activities are outlined below:

- Center for Defending Freedom of Journalists (CDFJ). Through a four year grant to CDFJ, ROLP enhanced technical capacities of government staff in 21 targeted public institutions including Ministry of Digital Economy and Entrepreneurship (MODEE); MOSD; MOH; Ministry of Education; Ministry of Labor; Ministry of Energy; MOA; Ministry of Water & Irrigation; MFA of Foreign Affairs; Ministry of Culture; Greater Amman Municipality; National Aid Fund; KACE for Excellence; Income and Sales Tax Department; Jordan Securities Commission; Civil Status & Passports Department; and Civil Service Bureau. The purpose was to enforce and enhance the implementation of the Access to Information (ATI) Law to better serve Jordanians and increase citizens' awareness and advocacy for public transparency and accountability. (Exhibit 99 and 100).

  CDFJ succeeded in 2018 through its advocacy efforts with relevant ministries, mainly the Ministry of Culture and MODEE, to form and participate in ministerial committees mandated to draft the ATI protocols including information classification protocols. The protocols were approved in 2020 by the Prime Ministry and distributed to public sector institutions for utilization. These protocols clarify citizens' rights to information.

- KACE Jordan Excellence Acceleration Program. Through a ROLP-sponsored grant, in 2018, KACE redesigned the King Abdullah II Award (KAA) criteria for excellence in leadership, strategies, good governance, and partnerships. As a part of the ROLP grant, KACE supported 10 public universities in their KAA presentations. KACE launched an innovation award for public entities to encourage innovative thinking within the government employees and leadership.

  The 104 public entities participating in KAA were given a set of innovative tools, techniques, capacity building, and technical assistance. Thirty (30) top innovation projects were shortlisted, and winners were announced in January 2020. The innovation initiative enabled

Exhibit 99 and 100: CDFJ ATI sessions

government bodies to identify problems and translate ideas into projects, and recognize processes and structures to support and accelerate innovation.

KACE introduced a *Share With Us Your Strategy* initiative designed to develop new coordination mechanisms in specific sectors to align scattered objectives and developmental programs into one integrated sectorial strategy. Such consolidation created synergy among stakeholders and provided clearer assignments and complementary roles. KACE developed two roadmap documents of integrated strategies for the health and energy sectors.

KACE launched a capacity building program to enhance the capacities of government staff. The program targeted 117 staff and senior management members. In addition, KACE launched a benchmarking services program presenting internationally recognized best practices. It targeted beneficiaries working as heads of performance management departments in the 104 public organizations that participated in KAA for Government Performance and Transparency.

- Al Hayat Center for Civil Society Development. The Al Hayat Center grant began in October

Exhibit 101: Al Hayat Session with the government monitoring team

2016 and focused on increasing public accountability through monitoring GOJ commitment towards the Open Government Partnership (OGP) initiative, by issuing three periodic monitoring reports on the government's OGP commitments and achievement (2016-2018); and engaging CSOs and university youth in monitoring efforts on government's OGP performance. In this effort, Al Hayat issued periodic assessments for 50 government websites against OGP values and ensured capacity building program aligned with OGP standards. Al Hayat Center worked with government staff to build capacities in preparing monitoring reports and phrasing measurable and realistic commitments (Exhibit 101).

To build the value of civic participation, Al Hayat Center engaged CSOs in the North, Middle, and South Jordan in community-based initiatives to monitor government performance. This engagement resulted in three community level initiatives led by three local CBOs: Evaluating the Health Services in Jerash, led by Opinion without Borders Center for Sustainable Development in Jerash; Evaluating the Health Services in Aqaba, led by Roya Association; and Monitoring the judicial proceeding in the Amman Court of First Instance.

Al Hayat also targeted youth to engage them in government monitoring efforts by training them to produce three media products. These youth developed scenarios for three short movies to familiarize youth with GOJ values and learn ways to advocate for inclusion in government decision-making processes. The three media products tackled included accountability, citizen participation, and access to information.

2.2.2 Mainstreaming Gender in the Judicial Sector
- Arab Women's Legal Network (AWLN). Through a ROLP grant, AWLN conducted a series of capacity building trainings for women judges and lawyers to elevate their capacity in

litigation and adopt human rights-focused approaches while pleading for and defending women (Exhibit 102). During the AWLN grant period of three years (2017-2020), AWLN conducted over 30 workshops attended by more than 400 female lawyers and judges focused on international human rights law, protection from domestic violence act, national legislation on women issues compared to international standards, and other related issues including amendments to civil and criminal procedures and other laws. The capacity building program

Exhibit 102: Lawyers and judges during training

resulted in two whitepapers: on Income Tax Law, and on the newly amended Cybercrimes Law. In 2018, AWLN presented an income tax white paper to the prime minister which assisted in the review of the law.

AWLN conducted a mentorship program targeting 20 senior female law students by pairing them with senior female lawyers and CSOs working in the field of human and women rights. The program provided female law students with practical experience, including challenges female legal practitioners deal with daily and how to overcome them in a professional way. The program offered a series of capacity building trainings to enhance communication skills, and inspirational sessions with accomplished female legal practitioners to share experience for establishing a successful career.

Responding to the COVID-19 pandemic in 2020, and due the curfew and the enactment of the Defense Law in Jordan, several legal complications resulted which spurred discussion between legal practitioners. AWLN responded by hosting discussion sessions using social media outlets and remote communications. Following these sessions, AWLN created a report detailing the various issues raised and opinions discussed and identified the overall consensus of opinion on the topics under discussion, including Article 11 of the Defense Law, Article 5 of the Defense Law, Workers Rights in Defense Order No.6.

2.2.3 Anti-corruption Campaigns

- Rasheed for Integrity & Transparency. ROLP indirectly supported JIACC through a grant to the Rasheed Coalition for Integrity and Transparency to implement several projects charted in its Strategic Plan (2017-2025). Rasheed contributed to the implementation of anti-nepotism and favoritism projects by involving university youth in campus-wide campaigns to fight this phenomenon, pursuing collective action to enhance the compatibility with United Nations Convention Against Corruption (UNCAC) and bilateral agreements by conducting legal reviews of laws and agreements governing investment and corporate sectors to identify gaps with UNCAC principles.

Rasheed supported the JIACC to strengthen integrity practices in the private sector by updating the compliance tool developed by JIACC and by developing and promoting a business principle module for adoption by private sector entities in different sectors.

Rasheed, in cooperation with JIACC, completed a legal analysis/review for the investment and corporate sectors identifying gaps in existing Jordanian laws that regulate the work of these two sectors. The investment sector study was launched in conjunction with JIACC in

December 2019 and received high attention from the Prime Ministry, which requested an update with the new legal amendments to relevant laws.

Rasheed supported the JIACC to strengthen integrity practices in the private sector by updating the compliance tool developed by JIACC. Rasheed provided technical assistance to JIACC staff on specific topics, including comprehensive training on encouraging integrity in the public and private sectors; how to employ the 6-step business module to build integrity in the private sector; compliant management system; and addressing corruption crimes.

Rasheed launched the *Shadow Report* to review Jordan progress towards the Sustainable Development Goals for 2018 focusing on targets related to fighting corruption, bribery, and ensuring public access to information. The report showed better rankings for Jordan in anti-corruption efforts, anti-money laundering efforts, integrity in public administration, and whistleblowing. Rasheed distributed the report electronically to relevant stakeholders.

Exhibit 103: School children with copies of Rasheed Stories

In 2018-2019, Rasheed, in cooperation with NDI university students, developed a training manual on integrity practices. More than 2,304 (777 males, 1,527 females) students were trained at 23 universities. Work included developing three stories on anti-corruption concepts targeting school students (grades 3, 6, and 9) and broadcasting these stories as puppet shows in three governorates. The illustrated stories were printed and distributed to schools in cooperation with the Haya Culture Center.

2.2.4 Building the Capacities of Legislation and Opinion Bureau (LOB) Staff

During 2020-2021, ROLP awarded AWLN a six-month grant to enhance the technical capacities of LOB staff and conduct a domestic violence study. The purpose was to enhance the quality of Jordanian legislative documents and laws by improving LOB legal department staff capacity and increasing women's access to justice in key areas by providing a more comprehensive understanding and gap analysis of the processes in domestic violence cases.

AWLN provided five specialized legal workshops to LOB staff. Training topics were selected based on close coordination with the LOB executive director to meet the staff capacity building needs, including Cyber Crimes Law; Principles of Legal Interpretation and Writing of Memoranda; Legal Terminology; Financial Legislation and Taxation Law; and Legal Drafting Principles. In addition, AWLN conducted a qualitative study entitled *Services, Procedures and Practices*, which was followed by another study entitled *Governmental and Non-Governmental Institutions Dealing with Cases of Violence Against Women.* These studies helped to track domestic violence claims from initial filing with the Family Protection Department and through court procedures, in addition to identifying gaps, efficiencies, and challenges to be addressed by decision makers and relevant stakeholders.

The studies noted existing gaps in laws and procedures dealing with domestic violence cases among different stakeholders. It highlighted the role of each government institution and relevant NGOs, identified service gaps, and suggested remedies and recommendations. The Arabic

version of the report was distributed to relevant stakeholders including the Public Security Department, the Family Protection Unit, and the MOSD, and an English version was made available upon request.

2.2.5 Governance and Leadership Skills for Youth in the Public Sector

In 2020-2021, Rasheed received a four-month grant to prepare and qualify youth leaders in the public sector to advance in their careers and meet government qualifications for leadership positions. Rasheed collaborated with IPA on this project, as IPA is the accredited public entity to provide specialized training for government staff.

Trainings contributed to the preparation of qualified youth leaders to undertake leadership positions at various levels in the various ministries, departments, and public sector institutions. After each training, trainees were evaluated through tests, reports, and/or homework. Successful trainees continued to the next training, while others were added to the IPA database for future project management and leadership tasks. Fifty (50) participants were selected to start with the leadership training, 43 of whom attended the full training. After evaluation, the top 30 participants continued to the Good Governance training. Twenty-nine succeeded to the final Graduation Project phase. IPA has continued with the graduation and programming for future activities following the conclusion of ROLP support

2.2.6 ROLP Support to Human Rights Government Team

ROLP provided technical support to the government coordination team for human rights to review and update the *National Human Rights Plan 2016-2025* and produce an updated version. The development of the strategy was collaborative given the substantial number of internal and external concerned stakeholders involved. A revised updated *National Plan for Human Rights* was developed that included the following amendments:

1. Revision of current plan and identification of achievements and late or incomplete activities. This was done with the full engagement of all relevant stakeholders responsible for implementing the strategic plan.
2. Development of a matrix encompassing all international indicators and commitments to measure impact.
3. Regrouping of scattered activities under their relevant strategic goals and assigning concerned responsible parties for implementation.
4. Revision of all outputs and KPIs, and reformulation in a more detailed and accurate manner.
5. Unified the legal reviews falling under one responsible entity while ensuring the inclusion of key relevant stakeholders
6. Five new activities added to enhance its compatibility with international human rights documents.

The duration of this support began in January 2021 and concluded late-May 2021. Implementation faced delays due to COVID-19 government defense orders that cut down on employees by 30 percent.

2.2.7 Support to the National Center for Human Rights (NCHR)

NCHR is a public national institution dedicated to protecting human rights, monitoring status of human rights adherence, providing legal consultations and assistance to those who need it to address complaints relating to human rights violations and transgressions, and preparing studies

and research. In September 2020, ROLP, at USAID's request, began supporting NCHR in the following areas:

- Review and update the NCHR strategy. The strategy was developed in early 2020 along with relevant executive plans and budget. ROLP worked closely with NCHR and concerned stakeholders to review and develop the *NCHR Strategic Plan for 2021-2023*. Development of the strategy was done using a collaborative approach, involving many internal and external concerned stakeholders.

  The methodology for preparing the plan consisted of an internal analysis, including a review of previous NCHR strategic plans and legislation related to NCHR work which included identifying, mapping, and meeting with strategic partners; setting strategic goals and activities for each priority, and designating departments responsible for each initiative; and defining performance indicators. The result was the *NCHR Strategic Plan 2021-2023* and plans for projects and initiatives.

  The NCHR strategic plan included the following three strategic priorities:

  1. Institutional capacity development, including initiatives and projects for internal development to achieve NCHR's vision in line with the aspirations and goals of the strategic plan
  2. Activating the main roles of the center in protecting human rights, which included developing a national complaints system, and strengthening the national human rights monitoring process and legislative environment to ensure Jordan is in line with international standards
  3. Enhancing society's awareness on human rights by building effective partnerships with international community institutions and strategic partners, following up on local and international human rights indicators, and raising awareness of the human rights community through seminars and conferences on human rights.

  In December 2020, ROLP submitted the strategic plan to NCHR.

- Build NCHR staff capacity and develop a communications and media strategy. ROLP assisted NCHR to improve their external communications and interface with stakeholders and the public. The ROLP team held meetings sessions with NCHR staff and illustrated existing gaps and provided recommendations to strengthen communication operations including establishing a communication and public relations unit reporting directly to the NCHR general commissioner. ROLP submitted the analysis report to NCHR. It was approved by the general commissioner in December 2020.

  ROLP supported development of a requested communications and media strategy building on meetings with NCHR's Board of Trustees, commissioner general, and concerned staff. The proposed strategy aims to:

  1. Spread awareness of the center's mission and vision, and consolidating the positive institutional identity of the center among local and global partners
  2. Institutionalize the relationship between the center and local, regional, and global partners
  3. Ensure provision of correct information and effective communication with partners and target groups

4. Enhance community confidence in the center's mission, and increase awareness of the services it provides to groups that need them most

5. Enhance internal communication through clear and specific communication mechanisms and procedures to ensure the exchange of information and feedback in effective ways to maintain work momentum and maximize results.

ROLP submitted the strategy in March 2021.

In addition to developing the strategy, ROLP conducted a four-day training for 24 of NCHR's key staff, covering target groups analysis, communications tools, and visual identity (elements, logo, tagline, and slogan) (Exhibit 104). After the training, ROLP followed-up with concerned media and communications teams to ensure proper development and writing of online posts, messages, and regular news updates.

Exhibit 104: NCHR Media and Communications training

- Redesign NCHR's website and media platforms. To promote greater public awareness of NCHR, ROLP supported NCHR to build a new interactive website available in Arabic and English. The new website simplifies the process of submitting complaints about human rights violations and includes other features including NCHR work priorities, services, events, and research. To ensure sustainability, ROLP conducted a two-day training for technical and operational staff to build their capacity and enable them to maintain the website in addition to keeping it up-to-date and communicate with the public. ROLP submitted the website at the end of June 2021.

Component 3: Integrating Activities and Results into Other USAID Programs

Sub-Result 3.1: Improved development outcomes by strengthening public accountability, rule of law, and human rights systems, processes, and practices in other development sectors.

3.1.1 Improve the Process for Resolving Disputes Resulting from Elections in Jordan in Cooperation with International Foundation for Election Systems

The handling of electoral complaints is hindered by lack of knowledge around electoral procedures and complaint submission by political parties, candidates, and observer groups. The key to successful electoral dispute resolution is effective inter-institutional interaction and cooperation between the IEC and the judiciary, and sufficient knowledge of dispute resolution processes by the various electoral stakeholders.

From 2016 - 2020, ROLP worked closely with the IEC to assess and identify the training needs of the judiciary to resolve electoral dispute in preparation for parliamentary elections.

Twenty (20) sessions were held with IEC to identify solutions to improve the electoral appeals process to increase the integrity and accountability of the process, attended by 523 judges attended including 104 females

Exhibit 105: Judges by governorate who attended IEC trainings

and 419 males (Exhibit 105). In the sessions, the election system implemented during the recent elections and their effect on election campaigns, voting, results, challenges, conditions, and the adjudication procedures for electoral challenges were discussed.

Additional specific ROLP support included:

- Enhance IEC's warehouses located in Sahab. ROLP assisted the IEC to improve IEC warehouses, which consist of developing a WMS and procuring certain equipment. After assessing IEC's needs, ROLP agreed to the IEC's request to procure two wireless barcode scanners (readers), two label printers, four ink cartridges for the label printers, and four label rolls for the label printers. ROLP also supported re-organizing IEC warehouses, hiring interns to support a range of archiving tasks. In February 2018, the final WMS version and the source code were delivered to IEC. Subsequently, ROLP delivered technical trainings to IEC staff through Wosool (subcontractor) on how to manage the system. A technical training manual for IEC-relevant staff responsible for WMS's technical functionality, troubleshooting, scalability, and expansion was provided during the training.

- Conduct specialized English courses for IEC staff. ROLP, in cooperation with the American Language Centre, conducted specialized English courses for 20 IEC staff from March 3 to May 21, 2017, to improve verbal communication skills, content development, and writing.

Exhibit 106: Interns during the ceremony

- Empower youth to foster positive change and rule of law. ROLP and the USAID NDI 'Ana Usharek' Program developed a partnership to enhance graduate student abilities and experience in their field and specialization to improve their chances in the labor market. ROLP recruited 18 interns and a coordinator to design websites and applications, research and author reports, process data, organize folders and information, conduct audits, prepare and participate in workshops, and work on logistics and warehousing.

ROLP held a graduation ceremony for ROLP interns who supported the IEC during the

municipality and decentralization election period. The Board of IEC Commissioners, USAID, and ROLP representatives attended the ceremony and awarded the interns with certificates of recognition (Exhibit 106 and 107).

- Support establishing the IEC Electoral Excellence Center for Training. ROLP supported the IEC to establish a Regional Training Center specialized in electoral processes in partnership with relevant local, Arab, and international organizations. Upon IEC's request, ROLP conducted a review of similar entities and developed a business model and suggestions on the structure of the electoral training center. The recommendations were submitted to IEC.

Exhibit 107: Interns Speak of the 'Maturing' Effect of Working for the Election Commission, Jordan Times

- Provide technical assistance to help establish an M&E practice to measure performance and successes while also providing citizens (voters) satisfaction surveys and associated studies and analysis. In December 2018, ROLP conducted an M&E orientation session for 45 IEC staff. In this session, the ROLP trainer defined the general concepts of M&E and the benefits of implementing M&E standards for every working institution. IEC staff expressed high satisfaction with the new knowledge they gained through the workshop and the practical examples provided by the trainer.

- Develop electronic connectivity with the court system. The MOJ, with ROLP support, created a new account for the IEC on the Mizan System that allowed it to be electronically connected and instantaneously aware of any submitted/filed appeal/challenge they are a party to and then share with the public in an easily accessible and transparent manner. This joint development work and new system increased transparency of appeals and objections made by citizens and make them available to all concerned parties. Making these appeals public was a crucial step to provide citizens with a fair access to information and make them more involved in the voting process.

- Support the IEC Media and Communications Unit. ROLP assisted IEC to create visual media material for the 2016 elections campaign through ROLP's graphic designer. The work included designing artwork for various media platforms and determining the best ways to present concepts visually including animated videos to make the electoral process more accessible to the public. ROLP assisted IEC to establish a visual identity and set e-market strategies through developing budgets and timelines. ROLP led the development of a website that allowed 24/7 accessibility, social media platforms for public outreach, and archive reorganization to establish a more efficient, effective, transparent, and accessible system.

Exhibit 108: ROLP social media post

ROLP further supported IEC to enhance its media and communications outputs and visibility through a variety of traditional and online media activities (Exhibit 108). As IEC aims to raise public awareness on municipal and decentralized elections, with ROLP support, it dedicated specific media activities to boost knowledge about electoral regulations and processes. ROLP supported IEC to develop digital media material for campaigns, which led to media activities on social media outlets, the IEC Facebook page, and Twitter account to experienced increased followers and interactions.

ROLP continued to provided media and communications support at IEC through four newly hired media team members including a digital marketing consultant, a visual communicator, a fine artist visual developer, and an English/Arabic translator. The ROLP media team at IEC worked intensively on suggesting new approaches for planning election campaigns, including answering questions around choosing a concept (theme), creating core content, choosing key conversion points on social media, and identifying secondary conversion points at live events. The team set budgets, visualized past voter rolls, and provided a clear call to action during campaigns. They developed a logo theme/design for the 2020 elections.

- Working on the Chamber of Industry Election campaign. The ROLP team supported the Chamber of Industry election campaign by working on various aspects of their media:

    1. Designed social media posts for the awareness campaign of the upcoming elections
    2. Designed a new logo and layout for the campaign
    3. Designed new printable posters for the campaign
    4. Designed new icons for the IEC website
    5. Worked on a new wall unit design for the IEC building, documenting the historical background of Parliamentary Councils in Jordan

    The ROLP media team at IEC prepared media campaign activities of the Amman Chamber of Commerce (ACC) Elections including multimedia material design, the online media strategy, social media posters, content calendar, and public posts. They attended the Chamber of Commerce elections for Ramtha City and provided full media coverage and support on social media and other media outlets for final voting results. They also enhanced the cyber security system. The team met with a digital consultant who provided a security assessment proposal according to IEC specifications.

- Capacity building and curriculum development of digital marketing learning materials. ROLP's media team worked with IEC's digital media team to create a curriculum for digital marketing learning materials including search engine optimization (SEO), search engine marketing, and Google analytics. The extensive course on digital media design incorporated training on Adobe Photoshop and Adobe Illustrator for IEC Media Unit staff. Curriculum materials in media and design were used for training other public entity staff including Ministry of Communications, Ministry of Energy, and Ministry of Political and Parliamentary Affairs. Other training efforts were directed internally to IEC cadres to train them on graphic design, and to develop team skills in photography, production, directing, critique, and writing.

- Assist the IEC in providing technical media support and training support. The ROLP media team supported the IEC Media Unit to conduct examinations on parliamentary election electronic and online connectivity platforms to have a better understanding of international online systems and the latest tools available for elections with the purpose of employing

novel technologies in the 2020 elections. The ROLP media team assisted IEC to plan for both outdoor (offline) and online campaigns for the 2020 elections, and provided a media campaign, accordingly.

In preparation for parliamentary elections, the ROLP media team supported the IEC Media Unit to develop a set of virtual training materials that were used to remotely train 6,000 volunteers that assisted IEC during the parliamentary elections. Virtual training material included tutorial videos and user manuals in PDF to educate and prepare volunteers on election regulations and procedures. The media team held training sessions for the Jordanian political party of Jordanian youth on how to run online political campaigns for their candidates.

From October to December 2019, the ROLP media team supported the IEC Media Unit to produce main media deliverables, which included:

1. Finalized 70 percent of developing the content and design of new website inner pages
2. Developed new template design for the IEC e-newsletter
3. Developed a new animated video to encourage people to run for the 2020 parliamentary elections, posted on the IEC Instagram platform
4. Developed four new videos aimed at promoting citizen engagement and participation in the 2020 parliamentary elections
5. Improved technical media and digital marketing training materials used for IEC staff and other official media staff from other public entities
6. Ongoing media scanning and monitoring for mentions on IEC and elections in Jordan that are essential to understand public feedback and needs so IEC can improve its communications with the public
7. Designed the IEC indoor studio and production house
8. Conducted meetings with the website development company and IEC IT department to discuss implementation of the electoral maps section to discuss new website development features and required design
9. Supported the IEC's writer to improve and revise an article related to the upcoming elections for publication on IEC's blogger account

3.1.2 Website for the Governorate Council of Jordan
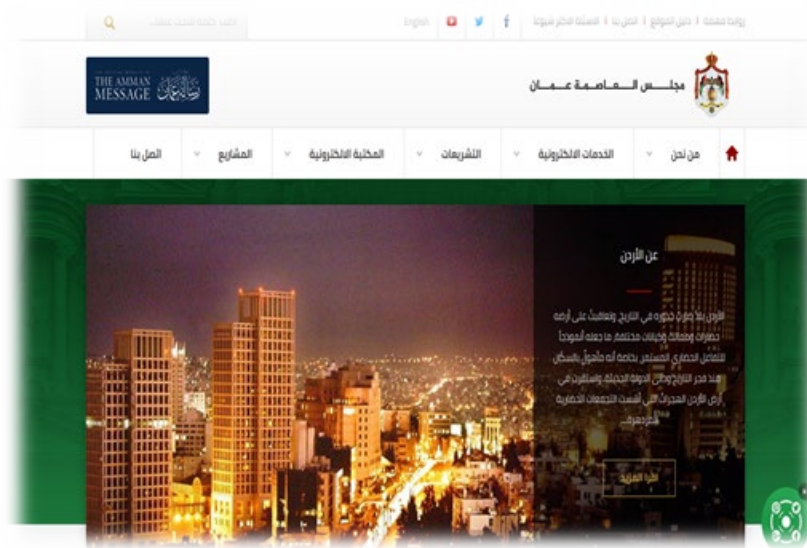
Exhibit 109: Screenshot of the website

As requested by USAID, ROLP collaborated with the MOI to support the Governorate Council of Jordan to develop their official website and enhance public accountability and transparency within Jordanian government entities (Exhibit 109). USAID and ROLP considered the Governorate Council website an ideal forum to provide information and services to the public across governorates.

To this end, ROLP hosted a training in Amman for designated staff on using the case management system and maintaining the website. The Governorate Council required 12 websites, one for each governorate in Jordan. The overall style and format for each website was the same with slightly varied information specific to each governorate. In January 2018, Imagine Technologies delivered a technical training for the Governorate Council Website IT staff on website technical maintenance. Five IT staff attended the troubleshooting training from the MOI.

3.1.3 ROLP Communications and Media Activities

ROLP media teams provided consistent on-the-job training and coaching throughout the duration of ROLP to government entity media staff at on social media and other offline media tools and approaches. Social media training included:

1. Create a social media strategy to set goals, audit social media presence, introduce a content strategy, measure, and report progress

2. Generate, edit, publish, and share daily content (posts of original text, images, infographics, video, or HTML) that build meaningful connections, encourage community members to act, and increase the MOJ's social media visibility

3. Continuously improved social media account performance and outreach to target audiences by capturing and analyzing appropriate social data and metrics, insights, and best practices, and identify and engage key audiences with MOJ social media posts and messages

4. Respond professionally and in a timely manner to negative feedback from followers, thereby turning feedback into an opportunity to inform the public about the values of integrity and anti-corruption in the society

5. Become skillful in creating or editing e-content and customized messages according to each online social media target audience

6. Use web analytics and marketing measurement tools such as Google Analytics to benchmark audience growth, demographics, and geographical locations on social media platforms.

Communication efforts were sustained through multiple national campaigns and the production of communications and media materials highlighting major ROLP successes according to their respective technical areas and legal-social impact. Print and online materials, including press releases, success stories, social media posts, videos, and infographics, were developed to convey the impact of USAID's work among key partners and the public. These products have the added benefit of drawing attention to GOJ's goals and initiatives to promote the GOJ e-Government Project and provide public services efficiently and effectively in a more transparent and accountable manner, and to provide access to justice and human rights protections to a broader segment of the population.

Strategic technical support in media and communications initiatives was provided to a pool of government bodies according to the following:

- Provided technical support to the MOJ to plan and implement the Communications and Media Unit Strategy, operational plan, and outreach and awareness campaigns for e-services launch. In addition, provided technical support to the Awareness and Media Committee assigned to implement Royal Committee recommendations to ensure social justice.

- Supported the MOJ to create relevant social media content, media poster designs, and video production for MOJ Facebook and Twitter accounts that built meaningful connections with virtual audiences, encouraged community members to interact with social media content, increased MOJ's social media visibility, and promoted the public's use of new legal e-services. Harnessed staff knowledge and skills to manage social media accounts and conduct digital promotional campaigns.

- Main contributor to develop the Awareness and Media Strategy and Operational Plan to implement Royal Committee recommendations to enhance the justice sector.

3.1.4 Communications and Outreach Materials

ROLP produced and disseminated 153 communications and outreach during the life of the project. Communications and outreach activities and multimedia materials, both digital and offline, increased exponentially as the project progressed. Highlights include:

- Multimedia videos featured ROLP's efforts in supporting government entities' programs and activities and increased awareness of significant public services and other government initiatives. Examples include MOJ e-services launching event promotional videos (Exhibit 110).

Exhibit 110: The MOJ E-services launch event video, March 2019

- Structured success stories highlighted the achievements and impact of ROLP activities conducted with key government partners. Stories highlight the positive legal and social impact USAID and ROLP had on the lives of lawyers, youth people, women, PWDs and other beneficiaries from the Jordanian public (Exhibits 111 and 112).
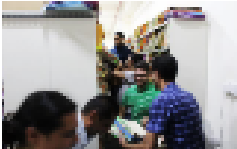
Exhibit 111: USAID success story on youth internship program support in the Justice Sector

Exhibit 112: USAID success story on supporting PWDs access to justice at courts and public prosecution offices

- User manuals of public e-services that incorporate a step-by-step approach for utilizing the public e-services on government websites addressed to lawyers, CSOs, international NGOs, and citizens. Examples include 40 e-service user manuals of the most frequently used legal services of the MOJ targeting lawyers and Jordanian citizens (Exhibit 113)

Exhibit 113: Example of a user manual developed with USAID/ ROLP support, Registration of the judicial guarantee e-service

- Infographics captured the impact of ROLP's work with key public entities such as ROLP's support to the MOJ on revamping Amman CED and Amman Public Prosecution Office infographics, ROLP accumulated support to women empowerment in training and capacity building activities infographic (Exhibit 114 and 115).

Exhibit 114: An infographic that illustrates USAD/ROLP support to revamp the Amman CED

Exhibit 115: Infographic demonstrating ROLP support to women empowerment through training, February 2019

- Contributing to USAID monthly IP newsletters by developing and sharing with USAID Communications Office briefs on key achievements and activities as well as news updates on major events monthly.

Exhibit 116: Example on monthly news update provided to USAID Communications Office – The MOJ launching the first unified services complex with USAID/ ROLP support, March 2020

V. FINANCIAL REPORT

a. Accrued Expenditures

Basic Project Information	
Project Start Date	15-Nov-15
Project End Date	14-July-21
Total Project Months	66
Total Months Elapsed	65

DETAILED BUDGET LINE ITEMS	BUDGET CEILINGS (USD)	Actual			
		ACTUAL EXPENSES THRU JUNE 2021 (USD)	BUDGET LESS		%TIME PASSED
			ACTUAL EXPENSES (USD)	% BUDGET SPENT	
LABOR	$■	$■	$■	■%	98%
GRANTS UNDER CONTRACT (Includes Indirect)	$■	$■	$■	■%	98%
SUBCONTRACTS	$■	$■	$■	■%	98%
OTHER DIRECT COSTS	$■	$■	$■	■%	98%
SUBTOTAL CONTRACT ESTIMATED COSTS	$■	$■	$■	■%	98%
INDIRECT COSTS	$■	$■	$■	■%	98%
FIXED FEE	$■	$■	$■	■%	98%
Total Cost	$■	$■	$■	■%	98%

b. *Anticipated Expenditures*

Next Quarter Projections (USD) (FY 2021 Q4: July-September 2021)	
JULY 2021	$ ██████
AUGUST 2021	$ █████
SEPTEMBER 2021	$ ███
3-Month Projections	$ █████

VI. APPENDICES

APPENDIX 1: USAID/Jordan Rule of Law Program (ROLP) Key Work Projects and Deliverables

- Final Report – To be submitted July 14, 2021

COMPONENT 1:

- MOPSD: Improve Government Services Development and Procedures Simplification
- MOPSD: Improve Human Resources Development
- MOPSD: Support the Government Leadership Forum
- MOPSD: Support Restructuring of the Public Sector.
- MOPSD: Restructuring Guide
- MOPSD: Strategic Planning Guide
- MOPSD Strategic Plan 2017-2021
- Strategic Planning Guide
- Statistical Analysis for "Criminal Phenomena related to Juveniles,"
- Justice Sector Analysis Report
- Policy Support and Decision-Making Component
- Improve MOPSD external communication and interface with stakeholders and the public
- The Current Situation of Access to Information Law Implementation
- Internship Program Guidelines
- First Instance Court Users Survey
- King Abdullah II Award for Excellence in Government Performance and Transparency reports in the development of government performance
- Assessment of the Government Coordination for Human Rights Initiative in Jordan
- Persons with Disabilities Access to Justice in Jordan
- National Perception Survey
- MOSD Strategy
- Judges and MOJ Staff Survey (baseline)
- Egypt Study Tour (2017)
- Morocco Study Tour (2018)
- Orientation session on unifying courts procedures based on new procedural laws amendments (2018)
- Orientation session for northern governorates judges on speeding up the litigation processes and civil execution of judgments (2018)
- Orientation session for northern governorates judges on appeal procedures based on civil and criminal procedures laws amendments (2017)
- Court administration training (2017)
- Training on Amended Laws (2017)
- Governance Assessment Improvement Tool (GAIT)
- Link Institutional Performance to Individual Performance

- Institutional Objectives Manual
- Performance Appraisal Manual
- Workload Analysis
- Crime scene management and Forensic Evidence Training
- Cybercrime Training
- Assist the MOJ in implementing training plans
- Strengthen JIJ's and JC planning and delivery of trainings and workshops throughout the justice sector
- Reducing Judicial Challenges Workshop
- Judicial Medical Reports Instructions and Pre- Trial Detention
- Arabic Typing Training
- Enhance the Amman Civil Execution Department-Pilot Project.
- Renovation and re-engineering
- Unified Procedures Manual
- Support to the Civil Execution Department staff
- Re-organizing the Warehouses in Civil Execution Departments
- Provide technical assistance to MOJ to develop a Trafficking in Persons (TIP) study.
- Trafficking in Persons Closed Study
- Trafficking in Persons Report
- Restructuring of the Criminal Evidence Warehouse at the Amman Court of First Instance
- Restructuring the Criminal Evidence Warehouse at the Irbid Court of First Instance
- Restructuring the Criminal evidence warehouse at Amman public prosecution Department and Amman First Instance court
- Restructuring the Criminal Evidence Warehouse at North, West, and East Amman First Instance courts
- Royal Committee Recommendation.
- IT justice delivery study
- IT Department Structure and Job Descriptions
- Capacity-Building Plan for the IT Team
- IT Infrastructure of the Justice Sector Analysis
- National Renaissance Plan for Jordan
- Automated Fees Calculation and Revenues System and Deposits system (Case Fees)
- Dashboards and Statistical Reports
- Enhancements and Modifications on the existing MIZAN 2 features
- Integration (Application Programming Interface – API) and Web Portal
- Support to the Court of Appeal
- Conduct Specialized Trainings to LOB Staff.
- Judicial Council General Secretariat: Infrastructure, needed tools, and equipment: Studies, Publication, and Reports
- Judicial Code of Conduct
- Unified Procedural Manual for Civil Execution Department
- Study Tour to the National Judicial College, Reno, Nevada
- French National School for the Judiciary Study Tour
- Court Management Training for the JC and General Secretariat (2019)

- Implementation of Jordan's e-Judiciary MIZAN 3 Case Management System for Improved Efficiency, Accountability, and Enhanced Enforcement of Individual and Human Rights. December 20, 2019 – January 31, 2020
- Fourth Meeting of the Arab Union for Administrative Judiciary (2018)
- Session of defining the role of the judiciary in enhancing the rule of law (2018)
- Financial Investigation Training of the Money Laundry Crimes (2018)
- IPA Training Process Manual
- IPA Pricing User Manual
- IPA New Employee Induction Course and Video
- IPA Business Development Plan
- IPA Communications Strategy
- IPA Monitoring and Evaluation (M&E) System.
- Trainers Registration System and Training Management System (TMS)
- IPA Bylaws
- IPA Building Infrastructure Upgrades
- IPA Operating Model and Training Modules
- Human Resources Training Kits
- IPA Strategic Plan (2020 – 2022)
- Share with us your strategy: Health Sector Study
- Share with us your strategy: Energy Sector Study
- King Abdullah II Excellence Award 4G Criteria
- Private Sector Code of Conduct
- Legislation and Opinion Bureau Strategy
- Legislative and Opinion Bureau: 2020-2022 Strategy
- Legislative and Opinion Bureau: Implementation Plans
- Legislative and Opinion Bureau Organizational Development
- Legislative and Opinion Bureau: Enhancing IT Environment
- ROLP End-Line Surveys
- Institutional Development Units Guidelines
- Institutional Development Units Legal Framework Assessment
- Institutional Development Units Assessment Criteria
- Excellent Government Service Award Criteria
- Innovation Award Criteria
- Judicial Sector Strategic Plan (2017 – 2021)
- Soft Skills Training for Clerks of the Technical Office at the Court of Cassation (2016)
- ROLP ME Plan (October 2016)
- Descriptive analysis study of Juvenile Cases from 2012 to 2016
- Develop a Comprehensive Crime Study by analyzing registered criminal cases for the years 2013-2017
- Governance Practices in the Public Sector Manual
- Governance and Assessment Tool for the Public-Sector
- Investment Sector Legal Revision

- Training on Amended Laws (2018)
- Information Classification Protocol
- Access to Information Protocol
- Corporate Sector Legal Assessment
- SDG Shadow Report 2019, Full Report
- Annual Judicial Report (2016 - 2020)

COMPONENT 2:

- National Center for Human Rights Strategy (Dec 2020)
- National Center for Human Rights Communication Strategy (Dec 2020)
- Youth/Children Illustrated Stories: Integrity/Anticorruption
- Review and update NHCR strategy
- National Integrity and Anti-Corruption Strategy (2017 – 2025)
- Improve JIACC external communications and interface with stakeholders and the public.
- Develop JIACC new website
- JIACC Strategy
- Building the capacity of JIACC Forensics lab
- Computer Hacking for Forensics Investigators
- Ethical Hacking Workshop
- Open Source Intelligence
- Other Technical Support to JIACC
- Reengineer delivery procedures of services offered by CCD to improve performance measured by cost, time, and quality
- Updated SOPs for walk-in customers and online users
- New CCD website
- Automating CCD e-services
- Companies Registration e-Services
- Issuing Certificates e-service
- Request for approval of foreign funding e-service for not for profit companies
- Deposit of Financial Statements e-service
- Legal Amendments e-service on L.L. Companies: (7 sub services)
- Legal amendments e-service to limited and general partnership companies
- Liquidating general/ limited partnership companies e-service
- Online Deposits e-service
- Insolvency Registry
- Motion of verifying letters for courts e-service
- SSO Integration for Companies Registration E-Services (Six E-Services)
- Digital Signature Integration for Companies Registration E-Services (Six E-Services)
- Institutional Capacity Assessment Tool (ICAT)
- Center for Defending Freedom of Journalists – CDFJ grant
- King Abdullah II Center for Excellence (KACE) Jordan Excellence Acceleration Program (JEAP)
- Al Hayat Center for Civil Society Development grant

- Arab Women Legal Network – AWLN grant
- Rasheed for Integrity & Transparency grant
- Communications and media strategy training for NHCR staff
- Redesign of NHCR website and media platforms

COMPONENT 3:
- Enhance IEC's warehouses located in Sahab
- Conduct specialized English courses for IEC staff
- Support establishing the IEC Electoral Excellence Center for Training
- Provide technical assistance to help establish a monitoring and evaluation practice to measure performance and successes while also providing citizens (voters) satisfaction surveys and associated studies and analysis
- Develop electronic connectivity with the court system
- Support the IEC Media and Communications Unit Approach and Activities
- Working on the Chamber of Industry Election Campaign
- Capacity Building and Curriculum Development of Digital Marketing learning materials
- Support to developing the IEC website
- Assist the IEC in providing technical media support and training support

SELECTED CROSS-CUTTING PROJECTS & DELIVERABLES:
- DV Study: Services, Procedures, and Practices Followed by Governmental and Non-Governmental Institutions Dealing with Cases of Violence Against Women (July 1, 2021)
- Integrity Module for ANA USHAREK Youth
- Institutional Capacity Tool (ICAT) for the Higher Council for the Rights of Persons with Disabilities
- Female Judges Survey
- Higher Council for Rights of Persons with Disabilities Strategy Objectives
- Juveniles Statistical Analysis Study