



ANNEX C1: Twinning Fiche

Project title: Strengthening the Capacity of the Institution of Public Administration – Jordan

Beneficiary administration: The Institute of Public Administration (IPA)

Twining Reference: JO 22 NDICI OT 01 23

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EU funded project

TWINNING TOOL

1. Basic Information

- 1.1 Programme: “Partnership Implementation Facility (Sharaka)” programme, OPSYS no. NDICI-GEO-NEAR/ACT-60902 – JAD.10118915, *indirect management with ex-ante control*.
- 1.2 Twinning Sector: Other (OT)
- 1.3 EU funded budget: EUR 1,800,000
- 1.4 Sustainable Development Goals (SDGs): SDG 16.6 “Develop effective, accountable and transparent institutions at all levels”

2. Objectives

2.1 Overall Objective(s):

The overall purpose of this programme is to “enhance the Institute of Public Administration in Jordan (IPA)’s operations for building the capacity of public sector administrations in Jordan, according to the best international and EU practices in the field”.

2.2 Specific objective:

The specific objective is to “enhance IPA’s capacity by improving its quality of service, learning and development, and making use of the possibilities offered by digitalization”.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans:

Starting in year 2021, the Government of Jordan has embarked on three reform priorities: political, administrative, and economic. On the administrative front, Public Sector Modernization Committee was formed in December 2021, headed by the Prime Minister, and Public Sector Modernization Roadmap was later announced depicting the necessary reforms to take place in the public sector for the years 2023-2025. The roadmap focuses on improving the quality of services offered by the public sector to individuals and institutions, elevating the efficiency and effectiveness of institutional performance, and improving the legislation regulating public administration.

Taking into account the recent developments, and due to the expiry of IPA strategic plan in the end of year 2022, IPA has revised its strategic plan for the cycle (2023-2025) addressing the challenges facing public administration and providing guidance to achieve excellence in this field. The plan recognizes the importance of talents and human capital in achieving excellence in public administration by investing in developing its cadres and creating a culture of learning and continuous improvement.

The strategy has focused on developing training and consulting services and updating them to keep pace with developments in public administration and responding to national trends in upgrading human resources, and continuing to modernize and develop the infrastructure and technology to provide modern training requirements for beneficiaries of the Institute's services and raise its absorptive capacity, in addition to developing the institute's institutional and technical capabilities to enable it to provide its services in accordance with best practices, including e-training and distance training, raising the level of confidence in its performance, and strengthening the institute's position as a centre of excellence for training at the local and regional levels.

3. Description

3.1 Background and justification:

IPA was established in 1968, as one of the first institutes in the region specialised in training, capacity building, studies, research, and consultation services in various fields of public administration. It offers training programs that are consistent with the competencies associated with the approved career paths in the civil service and aligned with national priorities and plans. The Institute accomplishes this through a comprehensive range of training packages and scientific materials that cater to the evolving needs of the trainees, focusing on consolidating the principles and concepts of governance, excellence, sustainability, leadership, and innovation, utilizing modern training methods. The Institute provides training programs both in-person and remotely, either at its main facility or its branches.

IPA's mission is to create a common understanding of the principles of modern public administrations, spread knowledge, impart skills and identify best practises and how they can be applied, provide consultancy services and prepare studies to improve individuals and institutional performance. IPA's vision is to be a pioneer in developing talents and preparing leaders.

Over the years, the Institute has gained a reputation as a trusted and high-quality partner and provider of training and other associated services. As such, it has developed as a regional hub for capacity building in public administration which over the years has provided expertise to the public sector and contributed to the development of many prominent leaders in Jordan and the region.

In 2019, a new bylaw was adopted for IPA that emphasizes flexibility, modernity, and developed management governance and decision-making processes. The new bylaw enables the Institute to establish partnership contracts, which allow it to carry out its tasks effectively.

In response to the role that the institute is meant to play in accordance with the Public Sector Modernisation Roadmap, IPA began reforming its processes which is to provide a handful of programs related to new public employees to familiarize them with their rights and duties, and programs related to how to deal with service recipients.

Among the most important priorities of IPA identified in the roadmap, is the implementation of programs with accredited certificates and enabling public sector employees to obtain a training diploma and a master's degree through the institute.

3.2 Ongoing reforms:

IPA has developed and improved its activities in a number of areas over recent years. These include stakeholder engagement and the establishment of effective partnerships, improvements to its training programmes through a better definition of needs and in the forms of training delivery and management (of the training process via a TMS (Training Management system), and LMS (Learning Management System). IPA seeks further guidance in these fields and also assistance in establishing a hierarchy in terms of importance and the priority to be accorded to its various initiatives to ensure that stakeholders' and users' needs are met, thereby affording it the best chance of success.

3.3 Linked activities:

TAIEX: IPA took part in a study visit to the Belgian Institute for Public Administration (BOSA) and the European School of Administration (an interinstitutional training

provider for staff of the EU institutions) at the end of May 2023. This visit has enabled IPA to prepare the ground for the Twinning project in a number of areas and in particular help it further clarify its own strengths and areas for improvement as well as assist it in establishing priorities.

SIGMA: supported a number of activities for team building, strategic plan formulation including stakeholders' analysis, and twinning identification.

USAID:

Funded the rehabilitation of IPA building to become a model building that provides modern training requirements for its beneficiaries to enable it to provide its services according to best practices. Also, Training Management System was established as electronic platform that presents training programs in order to facilitate the procedures for government departments and the institute to manage and upload the participants' data for those wishing to attend the training programs ,which contributed to save time , effort and cost

Furthermore, a number of leadership programmes (namely, Governance and Leadership Skills for Youth (ended in 2021), Leadership Skills for Woman in Public Sector (ended in 2022), and Leadership Skills for The Prime Ministry and Legislation Opinion Bureau (ends in 2023)) were funded at Government Leadership Center within IPA.

GIZ:

The GIZ has provided a grant for 18 months (ending in 4/2024) to support the three pillars of the public sector modernization roadmap, through:

- 1- Enhancing training programs:
 - a. One Stop Shop.
 - b. Regulatory Impact Assessment
 - c. HR planning
- 2- Community of Practice (create a public community to encourage dialogue alongside an exchange of good practices between government sectors in sustainable manner)
- 3- Developing the capacity of IPA staff in the field of Quality Management.

Italian Agency for Development Cooperation:

This project over the course of 18 months (ends in 11/2024) supports the accreditation of IPA by international organizations and institutions with a view to improve its competitiveness and increase the demand for its training programs and services by Ministries, Departments and Agencies of the Government of Jordan. Partnerships and affiliations with specialized institutions will be supported in order to increase the extroversion of the IPA and encourage knowledge transfer and incorporation of best practices. Also, the project will provide capacity building and training for the IPA staff and selected groups of public sector employees.

3.4 List of applicable Union acquis/standards/norms:

The legal status, mandate, mission, governance structures and resources of Schools and Institutes of Public Administration vary enormously. This was confirmed recently by a comparative overview drawn up by SIGMA of a cross-section of 12 Institutes in the EU, North Africa and the near East in the context of an operation to support the Tunisian School of Public Administration.

However, what they have in common is the delivery of training and development programmes in order to achieve the objectives they are set.

A further point of reference are the principles of good administration developed by SIGMA. Principle n° 12 relates to professional development, talent and performance management, enhancing the skills, efficiency and effectiveness of public servants and the promotion civil service values:

- a) Public servants have clearly established objectives to manage their performance aligned with the mission and objectives of the organisation. Performance assessments provide feedback to public servants, recognise good performers, identify talent and development needs and address underperformance.
- b) The public administration actively promotes continuous learning for public servants, conducts training needs analysis and prepares training plans.
- c) Training plans are effectively implemented and financed through the budget. To enhance learning and job performance, the design and delivery of training programmes consider the current and future of the organisation, the trainees and their needs for skills improvement.
- d) The public administration uses horizontal mobility of public servants to address organisational needs, manage talent and enhance professional development and performance.
- e) Public servants have opportunities for career advancement and promotion based on merit and performance.
- f) Career development and mobility policies and practices in the public service support diversity and inclusion.

Also, on national level, IPA operations are governed by Bylaw no. 102 for year 2019.

3.5 Components and results per component

The project is composed of two components:

1. Improvement of IPA's Learning and Development activities.

Result:

- 1.1 Training Needs Analyses (TNA) is conducted in consultation with various stakeholders and end users.
- 1.2 Learning and Development programmes and activities are revised.
- 1.3 Enhanced methodologies delivery processes including the greater use of blended/action learning and digital means of communication are integrated.
- 1.4 Criteria for selecting trainers based on their knowledge, skills, and attitudes (behaviours) are revised.

2. Devising methodologies for evaluating the impact evaluation of IPA programmes.

Result:

- 2.1 Cost-effective evaluation tools that are adapted to IPA's needs are evaluated.
- 2.2 Feedback about training programmes effectiveness together with measures for performance evaluation is well captured and integrated into IPA processes.

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

3.6.1 Profile and tasks of the Project Leader (PL)

Tasks

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

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

Education

- At least university (Bachelor) degree in law, political science, public administration, management studies or a related discipline is required or equivalent relevant professional experience of 8 years. Masters and PhD in the relevant fields would be an asset.

Experience

- Professional experience of learning and development policies and programmes in a public sector environment.
- Professional experience in the field of project management within the public sector.

Language skills

- Fluent written and spoken English.
- Knowledge of Arabic would be an asset.

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

Tasks

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

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

Education

- At least university (Bachelor) degree in law, political science, public administration, management studies, learning and development policies and practices or a related discipline is required or equivalent relevant professional experience of 8 years. Masters and PhD in the relevant fields would be an asset.

General Experience

- At least 3 years of professional experience in the field of learning and development.
- Experience in co-ordinating activities within a project management framework.
- Good report writing skills.

Language skills

- Fluent written and spoken English.
- Knowledge of Arabic would be an asset.

In addition to the above, an assistant and a full time translator-interpreter shall be appointed to assist the RTA. Allowance for this must be made within the project budget. Furthermore, the assistant and translator will facilitate the training activities. Where necessary (for example, during training activities, translation of project documents/reports and materials) the project will hire an external services with costs covered by the project.

3.6.3 Profile and tasks of Component Leaders:

Tasks

The experts responsible for the components will be civil servants or assimilated agents of mandated institutions working in a Member State of the European Union. They will work jointly with their counterparts designated by IPA. They must be able to provide specialist advice and to coordinate and ensure the implementation of the activities planned in each component of the project.

Education

- University level education in a relevant discipline (e.g law, political science, public administration, management studies or a related discipline) or in its absence, equivalent professional experience in a related field of 8 years.

General Experience of the team of component leaders

- A minimum of 3 years of professional experience in the field of HRM in the public service.
- Experience in teamwork.
- Experience in conducting training, seminars and workshops.
- Professional experience in the “Jobs & Skills” planning and management.
- Sound coaching and advocacy skills.
- Good team-working, communication, presentation and advisory skills.
- Experience in critical analysis and report writing.

Language skills

- Fluent written and spoken English.
- Knowledge of Arabic would be an asset.

3.6.4 Profile and tasks of other short-term experts:

All STEs must meet the following criteria:

- University degree or 8 years of equivalent professional experience.
- At least 3 years' experience on work similar to that for which they will be deployed
- Good command of English – written and oral

4. Budget

The maximum Budget available for the Grant is EUR 1.8 million.

5. Implementation Arrangements

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

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

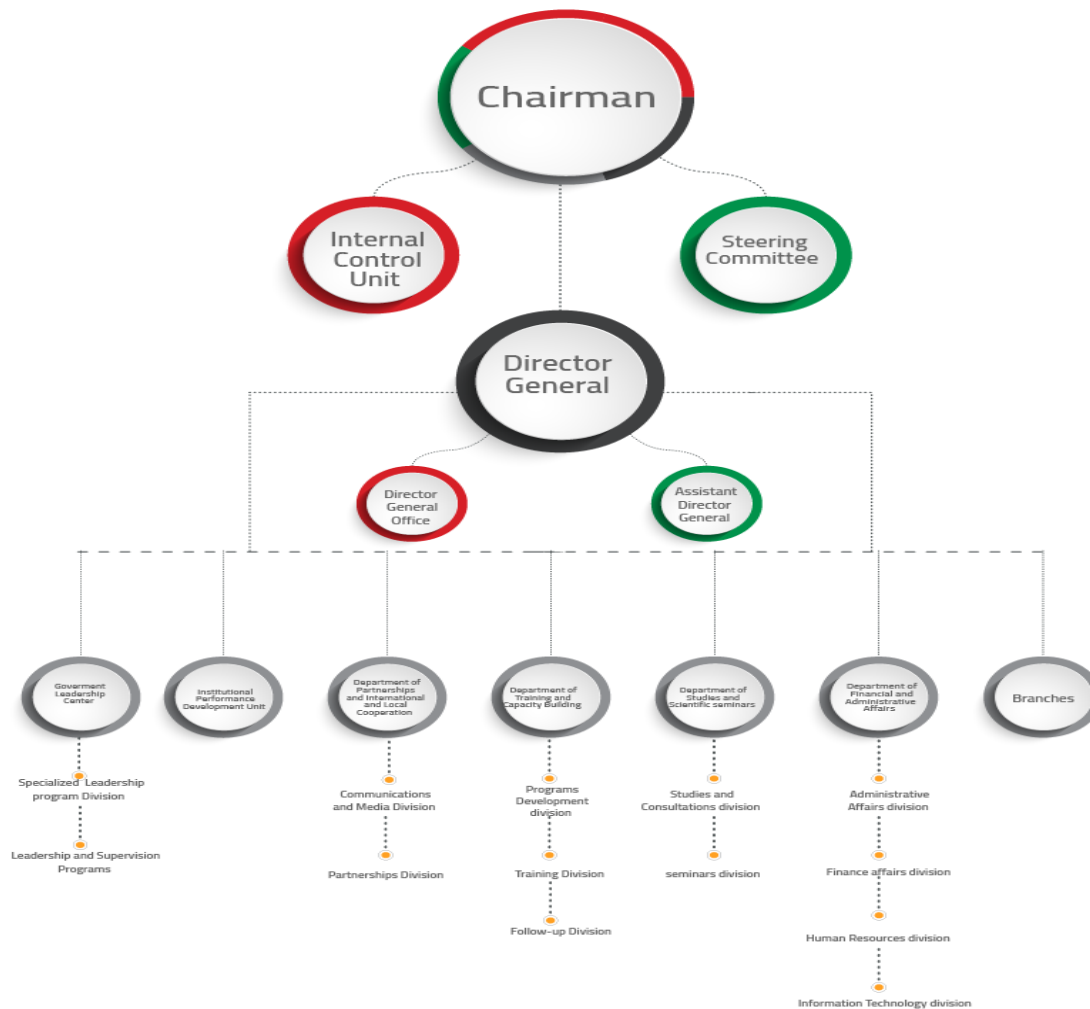
Contact Details of PAO Responsible of the Contract:

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5.2 Institutional framework

IPA organization chart:

Organizational structure



Government Leadership Centre

The Government Leadership Centre was founded as an organizational unit in The Institute of Public Administration according to Bylaw No. (102) of 2019.

The centre aims to build competent and qualified government leaders who are able to assume leadership positions at their different levels in the government, by providing candidates with knowledge, skills and modern trends in accordance with the best practices followed in developing and building leaders.

The centre prepares and develops plans, policies, methodologies and mechanisms for building leadership and leadership capabilities in the public sector, in addition to developing specialized training courses to prepare and qualify leaders in the public and private sectors on different levels (future leaders, new leaders and current leaders in their positions) that meet government needs and are consistent with national plans and priorities.

5.3 Counterparts in the Beneficiary administration:

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

of the funding Programme. The PAO will be the responsible institution for the management of this twinning project.

Contact Details of PAO Responsible of the Contract:

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6. **Duration of the project**

24 months of implementation period.

7. **Management and reporting**

7.1 **Language**

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

7.2 **Project Steering Committee**

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

7.3 **Reporting**

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twining: interim quarterly reports and

final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

IPA will make this programme and its continuing implementation an integral part of its strategy and annual management plans. As such, it will devote adequate human and financial resources to it and reinforce its contacts with stakeholders and users alike. It will sustain its evaluation processes and adjust its offer and forms of delivery whenever necessary. In this respect, it will monitor developments in other Schools and Institutes of Public Administration to make sure that it keeps abreast of emerging trends and examples of good practice.

Further detailed mechanisms will be put in place in the light of the results of the Twinning exercise and the developments that occur within the context of the modernisation roadmap. IPA will also seek to develop ways of measuring the impact of the quality of public administration in Jordan although it will require an ongoing commitment from the government in this respect. An Institute of Public Administration can contribute significantly to the quality of the services provided to the citizen by improving the skills, knowledge and behaviours of their public servants but it cannot achieve this by itself.

9. Crosscutting issues

IPA will ensure that the concept of “public value” which is one of the main distinguishing factors between the public and private sectors, forms an integral part of its activities and features in its training programmes as an underlying principle.

It will also strive to respect principles of diversity in the subject matter of its programmes and its admissions policy. However, matters such as gender balance among public servants is largely beyond its control as it depends on the appointing authorities being committed to pursuing an active policy in pursuit of these goals.

Finally, the importance of ethical behaviour among all public servants, including those of the Institute, will be promoted. This includes not just the obvious examples of “moral issues” but also placing transparency and fairness at the centre of the way in which public servants deal with citizens. To underscore this, the virtues of a collaborative approach to working as opposed to a permanently competitive attitude that places individual ambition ahead of collective performance that can result in a system of command and territorial control, will be underlined wherever possible.

10. Conditionality and sequencing

Not applicable.

11. Indicators for performance measurement

Please refer to Logical Framework Matrix Annex C1a.

12. Facilities available

The necessary office space will be made available by the beneficiary, to host the RTA and to facilitate planned technical and management meetings. The project office will be

equipped with the necessary number of telephones with internet access. Printing and photocopying facilities will also be provided.

ANNEX TO PROJECT FICHE

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

Annex C1a : Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification		
Overall Objective	Enhance the Institute of Public Administration in Jordan (IPA)'s operations for building the capacity of public sector administrations in Jordan, according to the best international and EU practices in the field	<ul style="list-style-type: none"> • Benchmark Study and Gap Analysis for IPA operations in comparison with the best international and EU practices in the field are conducted. • Satisfaction from different stakeholders on IPA's quality of services is improved 	<ul style="list-style-type: none"> • Project reports • Surveys 		
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Specific (Project) Objective(s)	Enhance IPA's capacity by improving its quality of service, learning and development, and making use of the possibilities offered by digitalization	<ul style="list-style-type: none"> • Compliance with the required reforms for IPA in Public Sector Modernisation Roadmap • Number of Leadership Programmes are developed/enhanced (baseline is (3) programmes). • Number of new diplomas and master programmes are developed (baseline is zero). 	<ul style="list-style-type: none"> • Internal reports. • Progress Reports • Mission reports including Study Visits 	<ul style="list-style-type: none"> • Slow Decision making on required policy reforms • Lack of Human Resources to implement needed changes 	<ul style="list-style-type: none"> • Government of Jordan continues to support reforms in the training system whole. • Sufficient Human Resources Provided.

Component 1	Improvement of IPA's Learning and Development Activities				
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results/outputs by components	Result 1.1 Training Needs Analyses (TNA) is conducted in consultation with various stakeholders and end users.	<ul style="list-style-type: none"> • Training Needs Assessment methodology is carried out and updated annually. 	<ul style="list-style-type: none"> • IPA Training Plan • Training Material and Documents • Training Assessment Reports • Internal Reports 	<ul style="list-style-type: none"> • Ineffective communication from IPA with Project Team • Employees not adhering to newly developed procedures 	Effective communication and active participation of all stakeholders throughout the duration of the project.
	Result 1.2 Learning and Development programmes and activities are revised.	<ul style="list-style-type: none"> • (15) Learning and Development programmes and activities are assessed annually and revised. 			
	Result 1.3 Enhanced methodologies delivery processes including the greater use of blended/action learning and digital means of communication are integrated.	<ul style="list-style-type: none"> • Processes for enhanced delivery methodology are assessed, revised and implemented. 			
	Result 1.4 Criteria for selecting trainers based on their knowledge, skills, and attitudes (behaviours) together are revised.	<ul style="list-style-type: none"> • Criteria for selection of trainers according to best practices is devised. • Existing database for trainer is restructured. 			

Component 2	Devising methodologies for evaluating the impact evaluation of IPA programmes.				
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Mandatory results/outputs by components	2.1 Cost-effective evaluation tools that are adapted to IPA's needs are evaluated.	<ul style="list-style-type: none"> • Evaluation tools are assessed and recommendations are presented to IPA management. • Number of measures for enhancing the evaluation tools. 	<ul style="list-style-type: none"> • IPA Performance Evaluation reports • Surveys. • Project reports 	<ul style="list-style-type: none"> • Lack of Human Resources to implement needed changes. • Ineffective communication from IPA with Project Team • No allocation of needed Financial Resources to tender required tools • Employees not adhering to newly developed procedures 	Effective communication and active participation of all stakeholders throughout the duration of the project.
	2.2 Feedback about training programmes effectiveness together with measures for performance evaluation is well captured and integrated into IPA processes.	<ul style="list-style-type: none"> • Evaluation forms for trainers are revised. • Performance evaluation of Learning and Development programmes and activities is developed. 			