



*Empowered lives.
Resilient nations.*



Training on

Monitoring and Evaluating the National Anti-Corruption Strategy

Amman, the Hashemite Kingdom of Jordan

11 June 2014

Draft Program

In collaboration with



Table of Contents

A Brief Overview	2
I. General Background	2
II. Jordanian Anti-Corruption Strategy	3
III. The Workshop Methodology.....	4
IV. Agenda.....	6

Overview

A training will be held in Amman on the 11 of June, 2014, on “Monitoring and Evaluation of the National Anti-Corruption Strategy”, in partnership between the Jordanian Anti-Corruption Commission (JACC) and UNDP's Regional Project on Anti-Corruption and Integrity in Arab Countries (ACIAC), and in collaboration with the Arab Anti-Corruption and Integrity Network (ACINET). It will be attended by officials and experts from official authorities concerned in the implementation of the [National Anti-Corruption Strategy for the period 2013 - 2014](#), headed by the Jordanian Anti-Corruption Commission (JACC), in addition to civil society representatives. The workshop aims at developing the Jordanian skills in monitoring and evaluation of the National Anti-Corruption Strategy, in light of international standards, good practices and lessons learnt from comparative experiences.

I. General Background

1. International experiences shows that the effective confrontation of corruption requires a strong and coherent strategy based on international standards and compliant with the country’s context. Therefore, many countries have developed national anti-corruption strategies, especially during the period that followed the adoption of the United Nations Convention against Corruption in 2003, which calls upon the States Parties in its Fifth Article to “develop and implement or maintain effective, coordinated anti-corruption policies that promote the participation of society and reflect the principles of the rule of law, proper management of public affairs and public property, integrity, transparency and accountability”.

2. In a clear indication to the growing importance towards anti-corruption strategies, high level representatives of anti-corruption authorities as well as national planning authorities from the South, East and Southeast Asia and anti-corruption experts from around the world gathered in Kuala Lumpur on 21-22 October 2013, to discuss the good practices and lessons learnt from comparative experiences in this area. They issued the Kuala Lumpur Statement on Anti-Corruption Strategies that includes detailed recommendations, considered as guidelines for countries in terms of national anti-corruption

strategies. Among other things, the Statement recommends the need for strategies to include, upon their drafting, clear and effective monitoring and evaluation mechanisms in addition to data collection systems. It also recommends the importance of developing measurable indicators based on reliable data generated from multiple sources. The Statement also recommends the importance of developing regular reports to measure the progress achieved in the implementation of these strategies and to present them to the concerned authorities. It also recommends delegating the responsibility of monitoring to a specific commission and providing it with the needed institutional and financial support. The Statement was presented during the fifth session of the Conference of the States Parties to the United Nations Convention against Corruption held in Panama City, from 25 to 29 November 2013 and was mentioned in the Conference Resolution No 5/4.

3. By 2014, the number of Arab countries adopting a National anti-corruption strategy was 6, and they are Iraq, Jordan, Mauritania, Palestine, Saudi Arabia, and Yemen. Most of these countries are working on implementing the first version of their strategies, and some have already started developing, or even implementing, the second version. Adopting this type of strategies has led to a paradigm shift in the manner through which Arab countries address corruption, after it had been akin to taboo and an issue far from any serious and open discussion within the framework of Arab reforms in the 90's of the past century through the end of the first decade of the new century.

4. A quick review of these strategies show that they are similar in several aspects; they includes a focus that seems to be balanced, on corruption's prevention on one hand and criminalization of corruption and law enforcement on the other hand. Yet, experience shows that the implementation efforts often give the second aspect more attention. It also seems that most of these strategies include awareness raising objectives about corruption and its risks, although often dominated by a thematic character; also to be noted that these strategies tend to move towards focusing on building the capacities of anti-corruption commissions without giving much attention for systematically building the capacities of other concerned authorities. Most of these strategies lack clarity in the process of prioritization, in light of excess comprehensiveness and generality sometimes, without any detailed focus on certain sectors. Add to it the lack of coordination among the various concerned authorities as well as the failing effective social participation in formulating these strategies and implementing them, with very few exceptions. Perhaps what is most striking in the national anti-corruption strategies in the Arab countries is that they lack, just as many other strategies that have not achieved much success in the other countries around the world, the adequate indicators and effective mechanisms that enable their monitoring and evaluation.

II. Jordanian Anti-Corruption Strategy

5. Concerning Jordan, it has developed a national anti-corruption strategy for the period 2008-2013 with the support of the European Union, and has achieved certain levels of success, while stakeholders agree that the implementation efforts were not up to the level of ambition. It is to be noted that the

first version of the Strategy lacks the adequate quantity of the specified monitoring and evaluation indicators, as well as the measurable, achievable, realistic and time-bound indicators, in addition to the lack of an effective coordination and follow-up mechanism in this regard. The concerned parties have worked to avoid this situation while formulating the second version of the Strategy for the period 2013-2017 and have achieved a significant progress in doing so.

6. The Jordanian anti-corruption strategy includes a vision, a mission and fundamental principles as well as specified goals and a clear approach to achieve this vision. The Strategy includes as well a work plan with identified tasks and activities needed for the achievement of desired objectives. It has also determined the responsibility of the various parties concerned in the implementation of the Strategy, in addition to a time frame for implementation, revision and evaluation.

7. The Strategy is based on the revision and evaluation of the previous version as well as on the results of the assessment of the legislative, regulatory and institutional framework for corruption prevention in Jordan. It is also based on the high commissioning letters addressed to the successive governments, the Royal initiatives, notably those launched by His Majesty the King such as the Royal Committee for the enhancement of the Integrity System, the “We Are All Jordan” initiative and the National Agenda, in addition to the 2011 Country Report reviewing Jordan’s implementation of the United Nations Convention against Corruption, namely its Chapter III (Criminalization and law enforcement) and Chapter IV (International Cooperation).

8. The Strategy has also derived information and data through communication and consultations with the private and public sectors and civil society organizations as well as conducting online surveys. Its preparation was also based on the results of the Risk Management Methodology which was determined and analysed so as to avoid the emergence of any future events that would impact the achievement of the Strategy’s goals.

9. Concerning monitoring and evaluation, it is noted that the fundamental principles are in place but they need to be activated. It has actually been agreed on the need to adopt several measures and procedures of which is the development of performance indicators to measure the progress in implementing the work plan by concerned bodies and which requires the development of detailed indicators and mechanisms for each party concerned within the Strategy’s framework. Moreover, this includes conducting periodic revision over the Strategy’s goals and the work plan’s activities and amending them if needed, based on the risk assessment. And last is the preparation of periodic reports over the Strategy’s progress and effectiveness.

III. The Workshop Methodology

10. The main objective of the training, which falls within the context of the efforts to implement the Joint work plan between JACC and UNDP's Regional Project on Anti-Corruption and Integrity in Arab Countries (ACIAC), is the development of the Jordanian capacities in the monitoring and evaluation of

the National Anti-Corruption Strategy for the period 2013-2017, according to the international standards, good practices and lessons learnt from comparative experiences. More precisely, the workshop aims at:

- Enabling the participants to better recognize the good practices and lessons learnt from international experiences related to national anti-corruption strategies,
- Providing the participants with specialized knowledge in “monitoring and evaluation” and “measuring corruption”,
- Allowing the participants to conduct a shared reading of Jordan’s experience in the monitoring and evaluation of the national anti-corruption strategy and to explore its means of enhancement in terms of the adopted mechanisms and indicators in use.

11. This workshop has been designed so as to achieve the abovementioned cognitive objectives, in an interactive manner and over the period of one day and through 4 sessions that are provided by experts from the region and the world. The workshop includes practical exercises with the opportunity for questions and answers, open discussions and the exchange of experiences and expertise. The workshop will be attended by officials and experts from the official authorities concerned with the implementation of the National Anti-Corruption Strategy for the period 2013-2017, headed by the Anti-Corruption Commission and in addition to civil society representatives. As for the languages used during the workshop, they are Arabic and English, with simultaneous interpretation provided for both languages.

IV. Agenda

Wednesday, 11 June 2014

08.30 – 09.00 Registration and filling the pre-evaluation forms

09.00 – 10.45 First Session

The National Anti-Corruption Strategies in Jordan and the Arab Region

Objective: Enabling participants to recognize the status of National Anti-corruption Strategies in the Arab Region, and present the Jordanian experience focusing on the Monitoring and Evaluation parts.

- **Introduction**

Mr. Ramzi Nuzha, Board member of the Jordanian Anti-Corruption Commission
Dr. Stuart GILLMAN, Senior Expert in UNDP's Regional Project on Anti-Corruption and Integrity in Arab Countries

- **Comparison between the First and Second Version of the Jordanian Anti-Corruption Strategy**

Dr. Amad ABOU ZEID, head of the planning, development and training department, Jordanian Anti-Corruption Commission

- **The Status of National Anti-corruption Strategies in the Arab Region**

Mr. Hussein Hassan, a specialist in UNDP's Regional Project on Anti-Corruption and Integrity in Arab Countries

- **General Discussion and Conclusions**

10.45 – 11.00 Break

11.00 – 13.00 Second Session

Fundamental Principles towards Building Capacity in the Monitoring and Evaluation of National Anti-Corruption Strategies

Objective: Providing participants with specialized knowledge about the “Monitoring and Evaluation” concepts, their methodologies and the differences between them, as well as for the concept of “measuring corruption”, including the major relevant challenges and means of addressing them; in addition to training them, through practical exercises, on using this knowledge while monitoring and evaluating the Jordanian Anti-corruption Strategy.

- **Trainer**

Mr. Mustafa KHAWAJA, Specialized Expert on statistics and evaluations

- Q&A
- Practical Exercises within Small Working Groups
- General Discussion and Conclusions

13.00 – 14.00 Lunch

14.00 – 16.00 Third Session

Good Practices in Monitoring and Evaluating National Anti-Corruption Strategies

Objective: Enabling participants to better understand the use of monitoring and evaluation in implementing the Jordanian anti-corruption strategy. The session will use relevant examples of how monitoring mechanisms can be put into place and how evaluation techniques can be used to assess the likelihood of achieving outcomes. The concluding exercise will have participants use elements in the Jordanian strategy to apply monitoring and evaluation approaches.

- **Trainer**
Dr. Stuart GILLMAN, Senior Advisor in UNDP's Regional Project on Anti-Corruption and Integrity in Arab Countries
- Q&A
- Practical Exercises within Small Working Groups
- General Discussion and Conclusions

16.00 – 16.30 Break

16.30 – 17.30 Fourth Session

Towards enhancing the Monitoring and Evaluation systems for the Jordanian Anti-Corruption Strategy

Objective: Train participants through practical exercises on using the acquired knowledge to enhance the monitoring and evaluation of the Jordanian Anti-Corruption Strategy.

- **Trainer**
Dr. Juanita OLAYA, Senior Advisor in UNDP's Regional Project on Anti-Corruption and Integrity in Arab Countries
- Q&A
- Discussions within Small Working Groups
- Conclusions
