



## **Document Contents**

---

**Royal Letter**

**National Integrity Charter**

**The Executive Plan to Enhance the National Integrity System**

**Report of the Royal Committee to Enhance the National Integrity System**





# **The Royal Letter**



*In the name of God, the Most Merciful, the Compassionate*

**Your Excellency Prime Minister Abdullah Ensour,**

**Peace be upon you, God's mercy and blessings,**

I send you my greetings, expressing my pride in your career and my trust in your ability to play your national role with responsibility and dedication. I rely on that, especially at this stage, which requires all of us to work hard for the good of the homeland and the citizens.

Today, we are working with great resolve to realistically and responsibly translate the outputs of the comprehensive reform process, in all its political, economic and social dimensions. Today, Jordanians' confidence in state institutions, which will motivate them to actively participate in decision and policy making and implementation processes, is the engine that drives comprehensive reform efforts towards success and allows us to continue on our path to build and achieve.

Jordan has managed, with God's grace, to build entrenched and prestigious institutions that have distinguished themselves with efficiency and prudent administration. These institutions have over the past decades immensely contributed to serving citizens' interests and protecting and securing their rights.

Considering the requirements of the next stage of democratic rejuvenation, and the requirements of the reform process in its various dimensions, I feel that we must, in line with national priorities, renew and develop the national integrity system so that it builds on all achievements to date, forge ahead with increasing citizens' confidence in the state and its institutions, and reassure them about their present and the future of their children.

Laying the foundations for the higher principles on which the homeland was built upon - such as justice, equality, transparency and the rule of law, in addition to fighting corruption and accountability, which are the cornerstones of good governance in Jordan - is the basic rule and the constant spirit of our reform process.

The reform process will not reach its desired goal unless a true, actual, balanced partnership is built between all institutions within the national integrity system, to establish a framework for cooperation based on a clear vision and qualitative basis.

**Your Excellency,**

Fighting and preventing all forms of corruption, reforming the financial and administrative systems, strengthening the organisational values and ethics in state institutions, and enrooting the practice of the right to access information, in addition to consolidating transparency, justice and accountability in administrative decision-making within government institutions, the private sector and civil society, all these are priorities that will not be achieved without activating and integrating the role of control and monitoring agencies, in line with best practices and professional standards.

Building on these constants and as a translation of these visions, I hereby entrust you with chairing a committee to strengthen the national integrity system.

The committee will be tasked with reviewing the laws and studying the situation of monitoring agencies, in addition to diagnosing the problems they face. Additionally, the committee will reveal shortcomings and weaknesses, and will issue recommendations to strengthen these bodies, enhance

their work against corruption, and ensure better collaboration between them.

This should lead to applying the best standards for balanced institutional performance, which would ensure an atmosphere of justice and accountability. It will also improve the agencies' performance in realising the public good, which is our first priority and highest goal.

As such, we decided to select the following eminent figures as members of the committee on the national integrity system:

- HE President of the Senate
- HE President of the Judicial Council
- HE Minister of Public Sector Development/Rapporteur
- Dr Rajai Muasher
- Dr Muhammad Hammouri
- Mr Abdul Majid Thuneibat
- Mr Talal Abu-Ghazaleh
- Ms Abla Abu Olbeh
- Dr Mousa Burayzat
- Mr Mahmoud Erdisat
- Mr Bassem Sakijha

Here, it is imperative to emphasise a set of basic points as part of the committee's terms of reference:

- **Firstly:** Ensure that the administration of public money and state resources is done properly, and place regulations that would prevent any squandering.
- **Secondly:** Increase accountability and transparency in the public sector, regarding budgets, tenders and governmental supplies, in addition to placing a framework for appointments in senior positions and standards for offered services and dealing with complaints.
- **Thirdly:** Enable monitoring agencies by strengthening their ability to deter and fight corruption, according to each institution's area of concern.
- **Fourthly:** Instill the principles of good governance within the public and private sectors and civil society institutions, to establish a culture of transparency, accountability and concern for the public's well-being.
- **Fifthly:** Develop a framework that would regulate the collaborative relations between the public and private sectors.

I reaffirm the need for the highest degree of impartiality to be exercised by the committee while performing its national tasks, and I emphasise the need for the committee to establish communication and dialogue with all civil society organisations, including parties, professional associations and various political forces.

I also urge you to be open-minded as you listen to the ideas and visions of Jordanians, so that the committee will use these ideas to prepare the following:

**Firstly:** Drafting a document that includes the basic principles and ethical and professional criteria that would regulate work in both the public and private sectors, strengthening integrity, transparency, the rule of law and accountability, which would ensure justice and equal opportunity, in a bid to fight wasta and favouritism.

**Secondly:** Preparing an executive plan with a specified timeline to strengthen the national integrity



system, accountability and transparency, while institutionalising its work and cooperation mechanisms. The plan will specify and recommend laws that need to be amended, as well as the technical needs to develop the organisational capacity of relevant agencies so they can carry out their work according to the best international practices.

After the document and plan are concluded, they will be published and discussed — transparently and objectively — at a general, national conference, before being presented to the coming parliamentary government. That would form a new and awaited starting point in our blessed reform process, God willing.

Today, in light of the requirements of this stage and the reform achievements, I reaffirm the importance of unity amongst all the sons and daughters of our dear country, in a single march where all efforts complement each other to achieve the higher interest of our country. I have complete faith that this committee, which enjoys our support and assistance, in addition to the collaboration of all state agencies, will perform its tasks to the fullest and serve the public interest.

I wish you success in the service of our dear country and faithful, noble people.  
Peace be upon you, God's mercy and blessings,

**Abdullah II ibn Al Hussein**

Amman, 8 December 2012



## **The National Integrity Charter**



*In the Name of God, Most Compassionate, Most Merciful*  
**“Those who fulfil the covenant of Allah and fail not in their plighted word”**  
**Holy Koran (Thunder; 20)**

Corruption is a social ill common in human societies, across history and geography and eras and nations. It is a complex phenomenon that appears in various forms and shapes, whose root causes and occurrences are innumerable. However, it is possible, and obligatory, to combat this phenomenon to contain it and reduce it to the minimal level possible. That is because corruption undermines societies, deepens poverty, hinders development and poses as the arch foe of political, economic and administrative reform. Turning a blind eye to this phenomenon frustrates the spirit of hope and optimism among people and erodes citizens' confidence in the state.

Jordan's National Integrity System seeks to serve citizens, preserve their dignity and safeguard their assets through enforcing laws, regulations and instructions in effect based on transparency, justice and equality among citizens. Therefore, it is a must to fight all forms of corruption: bribery, embezzlement, fraud, misuse of power, money laundering, conflict of interest, dishonest use of information to make personal gains, *wasta*, nepotism, and others.

**Together, we can fight corruption**

Integrity is the recognition and respect of others' material and non-material rights and not to trespass over them by succumbing to the temptations of making illegal or undeserved benefits. It is voluntary and complete compliance with the spirit of the law in a way that ensures genuine spirit of citizenship. Achieving the national integrity is a responsibility and duty shared by all state agencies and the society. Fighting corruption should take place on different fronts. It is not a task to be undertaken by one single party in the state, but rather all the components of the society should be engaged, starting with the three constitutional powers: the executive, legislative and judicial, including all their agencies, to independent institutions, the private sector, media, civil society institutions and religious, cultural and educational institutions. All of these, among others, constitute the pillars of the National Integrity System; therefore, coordination of their efforts as partners is mandatory to ensure harmony among them.

The fight against corruption starts with the following:

**First:** Acknowledging, rather than denial of, the existence of corruption.

**Second:** Identifying the legal and institutional loopholes in legislation and regulations and in the administration process, along with the points of weakness in the moral system of individuals and groups.

**Third:** Continuous revision as corruption tends to always shift to new locations and invent new techniques and methods. It should always remain under scrutiny and observation to define any flaws in the general system. Accordingly, combating corruption requires a high sense of national responsibility and pre-emptive measures to immunize this system against it.

**Fourth:** There should be no leniency toward institutional or individual deficiencies, in line with a system of accountability. Punitive measures should be harsh and deterrent, not only of the corrupt and their accomplices, but also to any one who might follow their path.

Jordanians have since they established their modern political and administrative system worked to fortify it against any violation to the principles of national integrity. Towards that end, they embedded in their Constitution provisions that fight corruption of all kinds and sorts, with focus on establishing official agencies to handle oversight and accountability. But with the successive administrations and the lack of maturity in the performance of some, there have been some loopholes in the integrity system that need to be addressed.

During the past decade, Jordan witnessed intensive efforts to develop its National Integrity System as a pillar of reform. It was one of the first countries to ratify the United Nations Convention against Corruption and hosted the first conference of the Convention. The Kingdom also revised its relevant laws and issued complementary pieces of legislation, while it established a number of independent agencies in implementation of the best practices in the field.

As part of this continuous historical context came the initiative by His Majesty King Abdullah II to enhance the National Integrity System through forming a Royal Committee to carry out an overall revision of the situation and come up with recommendations to correct the process, consolidate the pros and minimise the cons. The recommendations were expected to suggest practical steps to achieve the envisaged goals of the National Integrity Charter, foremost of which are:

- Enrooting a system of values and codes of conduct in state institutions, ensuring that these agencies complete each other and share this national responsibility.
- Upholding transparency as the public administration addresses the public opinion, regarding all its operations, measures, services and outcomes.
- Linking responsibility and accountability in public administration.
- Using discretionary authority in its lowest limits.
- Addressing deficiencies in legislation and flaws in the organisational structure of state institutions.

On the ground, the pillars of national integrity are the following:

- Rule of the law and law enforcement: This requires that all be subject to law and none be above the law. Law provisions shall be applied to all justly and without discrimination among members of the community.
- Flexible separation and balance between constitutional powers.
- Integration in the work of the three constitutional powers on the one hand, and in the joint action between these powers and civil society institutions and the media on the other, as well as complementary work of agencies affiliated with each of the three powers.
- Freedom of opinion and expression.
- Participation in decision-making.
- Public agencies are common facilities that should not be subject to transgression in any case or for any reason.
- Citizens have the right to be acquainted with the work of public agencies. In return, it is their duty to protect them.
- Equality, equal opportunity and justice in all aspects of public life.



- **Accountability:** All officials and decision makers in the state, private sector and civil society institutions are subject to accountability before the public opinion and its institutions without any exception.

His Majesty's call to achieve comprehensive reform since he assumed his constitutional powers has constituted a strong push for the efforts to achieve national integrity. With the will of all elements in the political equation at all state and society levels, further achievements can be realised in democratisation. The responsibility to succeed should be shared by all, both citizens and institutions. To achieve national integrity, a set of components should be integrated and interrelated and work in synchronisation. These components are: Legislation, organisational structure, institutional and functional capacities and the dominant culture. In this sense, the integrity system should be viewed as an integrated system where each and every part should be functioning properly as any faulty component would lead to imbalances in the entire system.

The principles and pillars of integrity are realised with efficiency and effectiveness through adopting workable and measurable plans, programs and projects coupled with clear and transparent mechanisms and standards that determine the responsibilities and the implementation timeframes.

### **First: Legislation**

Legislation should be governed by the principles of justice, freedom, and equality. It should be based on the willingness to strike the accurate balance between the justice and freedom considerations on the one hand, and the security, order and stability, on the other. Drafting legislation is not merely a process of rehashing decisions or some administrative vision formulated in isolation from the public conscience or the convictions of the public opinion.

Public convictions are, at the end of the day, the real guarantee to implement legislation and ensure them durability and implementation.

Legislation should be comprehensive, clear, progressive and adequate. This requires that provisions of any piece of legislation pinpoint the articles that have been subject to change when amendments are made. They should create an anti-corruption environment and criminalise all acts involving bribery, trespassing on public money, embezzlement, misuse of power, abuse of authority, money laundering, tax evasion, *wasta* and favouritism. Legislation should also be of positive impact, apply the standards of transparency and integrity and be inclusive of all related aspects, in a way that leads to complementary roles and limit duplication. They should be effective and responsive to all needs and expectations, as any deficiency in any aspect of legislation reflects on integrity levels.

### **Second: Institutions and their organisational structures**

Any deficiency in the organisational structure of institutions leads to a flaw in the National Integrity System. The existence of structural and organisational system ensures that agencies offer citizens high-quality services with a high degree of transparency and fairness. Such a structure also guarantees the adoption of policies, legislation and measures to combat corruption and favouritism, along with all aspects that contradict with the rule of the law and social justice. The more clarity agencies have regarding their duties and roles and the more their functional and organisational structures reflect their roles and essential duties, the more integrated agencies will be, with no overlap in jurisdictions or duplication of efforts. This would reflect positively on the National Integrity System.

#### **Third: Institutional and functional capacities**

Any deficiency in the institutional and functional capacity leads to imbalances in the National Integrity System. To produce outputs that meet the needs and expectations of the society, agencies should have qualified and efficient human resources and adequate financial resources that enable them to perform their tasks and duties. They should also feature effective internal and external communication plans; in addition to clear, transparent and simplified operations and work procedures that ensure optimal utilisation of the human and financial resources, including the activation of the principle of power delegation with a view to simplify procedures although this does not spare those in power accountability because those who have the power are accountable for it, and install technical systems that ensure impartiality and justice in providing service. Only that would lead to outputs that meet the needs and expectations.

#### **Fourth: Culture and real-life practices**

Integrity is an individual behaviour with a social effect. This behaviour is influenced by factors related to family, education, culture and the environment. The culture and real-life practices play a major role in enhancing or undermining the National Integrity System. With the existence of well-knitted piece of legislation that uphold the culture in parallel to institutions with sound organisational structures and institutional and functional capacities, the role of the institutional culture will be complementary of the integrity values and practices in state agencies. All of that requires instilling individual values, professional code of conduct and code of ethics, in a way that creates a sustainable working culture that positively influences the behaviour and performance, leading to incorporating individual values into institutional values, in the service of the agency's message and its goals.

We will detail this in the coming sections:

#### **First: Pillars of Integrity in the Executive Branch**

The integrity system in the executive authority is considered an integral part of the National Integrity System, which cannot be complete without coordination and partnership between government and the legislative and judicial authorities, along with the civil society institutions and citizens, in a manner through which leaders set examples of sound performance and behaviour. After all, the degree of integrity in the executive branch directly affects citizens' confidence in the public sector and state agencies in general. The following are the major pillars of integrity in the executive authority:

**Transparency in government policymaking and decision-making:** Achieving a high degree of transparency in relation to government's policymaking and decision making and the credibility the government exhibits in dealing with citizens, matching words with actions, create among citizens confidence that makes them commit themselves to shouldering the burdens facing the homeland. This requires institutional mechanisms that enhance citizens' participation in the making of policies and decisions taken and adopted by the government. These mechanisms ensure citizens' right to be aware of what the government does and give them access to the information on which such policies and decisions are built, either directly or through various means of publication. This information should be highly credible, so much so that it should encourage citizens to contribute their opinions, whether in agreement or assessments, which constitutes an effective way of winning citizens' confidence in state institutions.



**A government of adequate size:** The existence of a government apparatus and agencies with proper organisational structures, ones that are committed to proper performance of their legal and constitutional duties, enhances integration between roles and minimise overlapping and duplicity. Besides, high flexibility in responding to the economic and social developments will contribute to efficient and effective performance and curb the adverse impact of red tape.

**Meritocracy and equal opportunity:** Integrity at the individual and community levels requires the adoption of objective, fair and transparent criteria and standards in relation to human resources management at various functional levels, including appointment, promotion, training, evaluation, motivation, transfer, deputation, and secondment ...etc.

**Adopting and activating a professional code of conduct:** The adherence by all employees in the government apparatus to the code of conduct, based on justice, transparency, accountability, professionalism and impartiality, and the loyalty of workers to their institutions, achieving their missions and goals, and upholding responsibility should contribute considerably to develop a culture of integrity among employees and improve their competence and efficiency as they perform their duties. A public servant is there to serve people in an adequate and civilised manner.

**Budget transparency:** To have an open budget requires a high degree of transparency regarding all its provisions and stages, state budget should feature a high level of justice in comprehensive development. It must be supported with sound reports about revenues, public debt and aspects of spending and its outcomes and results. Besides, the decision making process should be governed by effective oversight mechanisms that must be publicised through all means of communication so that all (citizens and the society's institutions) be acquainted with and have a chance to comment on them.

**Enhancing tax compliance:** Failure to pay taxes and tax evasion are two of the worst forms of veiled corruption. To address that, it is required to revisit legislation which criminalise those who fail to pay or evade taxes and intensify their penalties, in addition to enhancing tax collection mechanism and applying progressive taxation. Moreover, it is essential to have and adhere to objective controls and bases which govern the process of granting exemptions or any exceptional privileges in a manner that ensures its usefulness, achieves its goals and does not constitute a waste of public money.

**Transparency in government tender referrals and procurement:** Guaranteeing transparency in the procedures of government tender referral and procurement requires, in the first place, that such a process be based on openness and fair competition. Its ultimate goal is to serve public interest, stimulate local production to ensure high quality and preserve the state's financial resources. It should be managed by qualified and impartial human resources that do the job with a high sense of responsibility, harnessing the most up-to-date information technology and other technologies in their work. It should also be governed by specialised and effective monitoring systems that can detect and combat corruption, curb conflict of interest and guarantee integrity in the process of government tender referral and procurement.

**Public services efficiency:** The government is an authority created to be people's servant not master.

Therefore, achieving efficiency in public services requires the provision of added-value and affordable services that meet the expectations and needs of service recipients. Service delivery should be based on respect for the rights and interests of service recipients without discrimination. Related operations should be clear, easy, simple and declared, in line with the best international practices and through the deployment of modern methods in a way that ensures that services are offered in a civilised manner and in a convenient environment. Related decision making should be based on accurate information and data because those who possess the knowledge, the information and the will are able to make sound decisions. Reluctance by officials to take decisions and the delay in addressing crises tend to aggravate problems. Furthermore, it is essential to institutionalise work in line with approaches and strategies that do not change with the change of officials, and to have in place follow-up and evaluation mechanisms, in addition to channels for filing and processing complaints.

**Focus on investment attraction and unifying authorities:** Investment aimed to serve the interests of the generations to come in a manner that achieves sustainability and justice in harmony with national priorities and the existence of an institutionalised environment with one unified authority, clear legislation, efficient services and qualified and competitive human resources is prone to shed light on investment advantages in Jordan. This would amplify the ability to attract domestic and foreign investment.

**Empowering oversight agencies:** It is essential to have regulatory and oversight bodies that are immune to any influence and perform their duties and exercise their powers with complete independence, accountable only to citizens and the legislative authority. They should have sound institutional structures supported by efficient and effective cadres that work with professionalism and transparency and managed by specialised technical personnel that are academically and professionally qualified, trained, and selected carefully with the highest degree of accuracy and objectivity. This will enhance integrity values and the transparency, accountability and good governance systems. It will also ensure optimal utilisation of resources in the public sector and protect public funds against squandering and embezzlement. Such a goal necessitates exerting immense efforts when accounting systems are designed in a way that enhances tight auditing. It also requires mechanisms and oversight tools to carry out meticulous reviews so as to curb financial corruption in the public sector.

Since the goal of ministries and state institutions is to provide services to citizens, the role of monitoring bodies is to make sure that such services are offered in the shortest time, the least effort and cost possible and in a legal manner. Oversight is considered the key factor that promotes efficiency in the government sector's performance. It is essential to have the monitoring mission accomplished without overlapping between the jurisdictions of oversight agencies, making sure, instead, that their roles are complementary. To achieve that, their mandates should be governed by integrated pieces of legislation ensuring prevention as well as cure and remedy. Staff members of these agencies must be specialised and with scientific and practical qualifications in the field of oversight and its latest trends. Oversight bodies should harness information technology as the basis for developing skills and competence in performing their duties perfectly.

It is also essential to have in place internal control units governed by specific legislation, with their employees empowered to perform their jobs freely and professionally. These units should be enabled to play an influential and effective role, serving as an early warning system that detects errors and



violations. All of this will lead to a tighter and more effective control over public spending.

Besides, the existence of sectoral regulatory and oversight bodies capable of performing their jobs with competence, professionalism and impartiality guarantees justice and protects the rights of consumers and shareholders. This will improve the investment climate, protect and ensure better management of funds, safeguard the state's financial rights, ensure private sector's compliance with legislation and ensure a better quality of services offered to the public.

## **Second: Pillars of Integrity in the Judicial Branch**

**Independence of the Judiciary:** The Judiciary is the backbone of the three constitutional powers. No country can achieve progress or development unless its judicial authority is independent and functioning within an integrated system, along with other branches. Judicial reform and development hinge on the implementation of a comprehensive reform programme that responds to the accelerating changes in the responsibilities shouldered by the Judiciary, including the increasing number of cases, complicating social and economic relations, population growth and intellectual diversity. Legislation related to the Judiciary should also enhance its integrity and keep up with the developments in the Jordanian society at the social, economic, administrative and political levels, foremost of which legislation pertaining to judges in civil, Sharia and special courts, and the constitutional provisions that guarantee their independence. Moreover, judges are independent and subject to no authority other than the law in order to enhance judicial independence; their immunity is the guarantee of their independence. Courts are immune against any interference in their affairs in line with the constitutional rule stipulating the independence of the Judiciary. To further realise this, effective accountability mechanisms should be in place, such as: equipping the Judicial Inspection Department with the necessary immunity and endorsing the principle of suing judges.

**Judges competency and their empowerment:** The integrity of the Judiciary cannot be achieved except through judges who perform their jobs with the highest degree of professionalism. This requires the adoption of objective and fair criteria of selecting, appointing, promoting and dismissing judges in accordance with utmost integrity, transparency and international best practices. To guarantee that judges are proficient, advanced and continuous training and capacity-building programmes should be adopted. Judges' observance of a professional code of conduct, of their own, contributes a lot to enhancing integrity in the judicial power.

**Strengthening the role of Attorneys General:** This can be achieved through enhancing the role of Attorneys General in either filing or dismissing lawsuits representing public interest in addition to representing the attorney general department before competent courts, independently and in line with the provisions of the law. The attorney general department should work in compliance with the standards of integrity, meritocracy and transparency with respect to recruitment and promotion and be subject only to the law regarding the filing of lawsuits with courts. The possibility of having an independent attorney general department should be considered.

**Law enforcement:** Fair legislation and regulations cannot function alone to achieve their envisioned goals. They should be implemented with independence, impartiality, integrity and efficiency, in cooperation with executive agencies that enforce the rulings of the Judiciary and comply with them

without discrimination. Law enforcement is a duty and any laxity in performing it is a contribution to corruption. Compliance with the law is a sign of strength, while acting as above the law is a sign of weakness in the administration and the will. The state's prestige stems from the citizen's prestige and is achieved by equal application of the law to all.

### **Third: Pillars of Integrity in the Legislative Branch**

The legislative authority is a key pillar of integrity in our country, being the source of legislation that governs the work of all the state's institutions and components. It defines the rights, duties, responsibilities and the nature of relations between the various authorities. It also plays a Constitution-based oversight role over the performance of the government apparatus. The Prime Minister and the ministers are jointly responsible before the Lower House for the general policy of the state, while each minister is accountable before the Lower House for the performance of his/her ministry. Each member of the Senate or the Lower House is entitled to address questions and interpellations to the government regarding any public matter. Honest monitoring should seek to serve the public good and focus on general issues away from personal or narrow interests. It should be objective rather than arbitrary or selective and should focus on performance, regardless of the persons involved.

Fair and effective legislation should be built on a democratic approach based on wide public participation, respect of the beliefs of others and the opinion of the majority and wide representation of interests, away from narrow personal interests. In all cases, legislation should be based on accurate and credible information and be observant of the provisions of the Constitution, values, norms and general principles. It should guarantee legislative hierarchy and harmony between laws, with a sufficient degree of legislative stability, enjoying, at the same time, flexibility in responding to changes. Legislation should achieve full justice, serve public interests, ensure societal balance and safeguard the rights of citizens and guarantee their freedoms, equity among them and equal opportunity and protect their safety and security. This requires having in place technical apparatuses to assist the Council of Ministers, the Lower House and the Senate, provided that the staff of these apparatuses be highly experienced in adjusting legislation in terms of content, wording and consistency of the various laws.

**Fair and transparent elections:** One of the most important guarantees of fair and free elections is an inclusive and balanced Election Law that constitutes a quality leap in parliamentary life and is drafted in line with international standards, with the existence of proper mechanisms to fight political money and a body independent from the government to administer and oversee the election process with professionalism in accordance with international criteria of integrity and transparency. It should be supported with effective mechanisms and measures to administer the electoral process and address election-related contestations and complaints, with the ability to verify and document complaints and violations. In addition, genuine and just representation based on wider representation of all the segments of society is a basic requirement of integrity in the democratic life.

**Role models:** Deputies' compliance with the professional code of conduct in a way that deters them from using the post to make personal gains and performing their duty of serving national interests will reflect on the performance of the Lower House and enable it to play its role perfectly.

**The voter as observer:** Citizens' participation in democratic regimes is not confined to their role in



elections, but exceeds that to participation in the political decision making through follow-up and accountability. Well-organised, balanced and peaceful public participation based on the Constitution and laws is prone to create the political will and achieves the envisaged reforms. All of this can be accomplished through continuous communication between voters and deputies. There is a need for clear mechanisms to follow up on the performance of deputies and holding them accountable by their voters. This requires ensuring voters access to the information they need and empowering civil society institutions to play an effective role in holding deputies to account, with granting them access to the legislative initiatives at the Lower House and publicising, results of votes.

#### **Fourth: Pillars of Integrity in the Private Sector**

**Social responsibility:** The private sector is a partner in development, along with the public sector. It has to magnify its role in social responsibility and support national initiatives related to comprehensive development. The private sector has also to adopt an approach that contributes to economic development and the improvement of the living conditions of the workforce, their families, and the larger society. It has also to manage its businesses in a fair, honest and clear manner, respecting human rights and avoiding jeopardising the rights of all those impacted by its activities without discrimination. Private sector establishments should also work on improving the working conditions and occupational safety and take all the necessary steps to protect the environment.

**Corporate governance:** This can be achieved when companies comply with the principles and structures of good governance through boards of directors elected from partners in a fair and transparent manner that renders them able to take decisions with impartiality and in a way that safeguards the minority rights and serves the interests of all stakeholders. The board should work in isolation from the executive management and effectively monitor its performance. The performance of companies' boards of directors and chief executive officers should be characterised with integrity and commitment. Their decision making should be responsible and built on clear policies and measures that prevent conflict of interests. The company's financial position, plans and any information that might affect partners and stakeholders must be disclosed in line with the law and in a timely manner. Private sector establishments must disseminate and circulate all the basic information related to work and laws and regulations that govern them and their financial situations. They should conduct their business while observing the principles of fair competition, without compromising the reputation of rivals, and comply with laws away from monopoly and personal gains. They also should avoid any behaviour that encourages bribery for the purpose of obtaining or keeping illegal or illegitimate privileges. They should observe the codes of ethics and conduct designed for their workers, deal transparently with monitoring and regulatory bodies and comply with their instructions, avoid tax evasion and serve beneficiaries' interests.

#### **Fifth: Pillars of Integrity in Political Parties, Non-governmental Bodies and Civil Society Institutions**

**Serving country and citizens:** Non-governmental bodies and civil society institutions have a vital role in serving the country and the people. To activate this role, these organisations should work in an unbiased way and without discrimination all over the country with a national and clear vision. They should adopt effective internal control system and publish periodic reports on their activities and

the outcomes of their work. Legislation must be enacted to allow these institutions to operate freely without obstacles, making sure that their activities and bylaws are transparent and geared towards serving the community and protecting citizens' rights. In addition, it is essential to develop and activate a legislative framework to regulate the work of studies centres and societies classified as civil society organisations, to ensure that they do not practice profit-making and work in compatibility with the purposes declared upon their registration. Controls and bases should be set to monitor their funding and how it is spent.

**Differences over opinion and approaches but unity over national interests:** Civil society organizations' activism stems from their concern for human and citizenship rights, and their quest for justice and equality. They contribute to building a society where a culture of diversity prevails. They all agree on the need to serve public interests. They base their positions on the law and include active and efficient citizens who are keen on serving the public good as the basis of any activity, setting that as their top consideration. They differ in opinion for the sake of the homeland, but agree on the need to serve their country.

**Parties with political and social platforms:** Political parties are key democratic institutions. To activate their role, there should be legislation that simplifies the procedures and ease the requirements of their establishment, guaranteeing that the constitutional right of establishing a political party is not repealed or bypassed. In addition, there should be legislation that regulates the work of political parties and creates a suitable climate for them to practice their democratic political action and activate their role in decision making. Parties should embrace democratic ways in their internal organisation, selecting their leaders and practicing their activities within a context of democratic dialogue and free competition among them. They should rely in terms of funding on declared local sources and be subject to financial and legal monitoring. Political parties should also publicise their statutes/articles of association and internal bylaws, along with their political, economic, social and cultural platforms. They cannot be connected to any non-Jordanian entity, and are banned from directing their partisan or organisational activities upon orders or directives from another state or an external entity. In addition, political parties are prohibited from using state agencies and departments or public, charitable or religious institutions to serve their purposes. They should respect national unity with all its components and work to enhance this unity. Furthermore, there should be school syllabi that encourage active political participation and an effective partisan system that promotes free media and free speech, periodic free and fair general elections and a genuine political system encouraging free competition, ensuring the freedom to access information and promoting diverse sources of information. Among the factors that help political parties grow in influence, activities and effectiveness is to have parliamentary blocs, which are consulted in forming governments, with political, economic and social platforms, on which they base performing their required roles.

**Fighting political money:** Presenting, promising or requesting money, benefits or private interests directly or indirectly with the aim of influencing the opinions, orientations and ideas of others or pressing them to do or refrain from doing a certain act are among the most serious practices that shake the values of integrity in any society. To fight such behaviours, there is a need to instil in the community a culture supported with effective legislation, regulations and legal action that denounces and criminalises these practices and penalise those who resort to them. Such culture will increase public awareness of the concepts of transparency and mechanisms of accountability and enhancing collaborative work and alliances between civil society institutions.



## Sixth: Pillars of Integrity in the Media

**Independent media:** Based on the fact that freedoms of opinion and expression are rights enshrined by the Constitution, the media should be free and independent, whose goal is to uncover the truth and communicate it to citizens. Through this, the media contributes to the advancement of the country and promotes credibility in conveying facts, knowledge and information, people's sense of belonging to their country and nation and public awareness.

**Professional, impartial and free media:** Responsible and free media, which is based on professional and ethical standards and rules of conduct, ensures lifting restrictions on media work and that journalists are not prosecuted for their published opinions except in accordance with the provisions of the law and before civil courts. It also ensures accountability and responsible media work, along with free expression, respect of other's freedoms, general principles and morals and collaboration with all sectors and institutions in society to enhance the values and concepts of integrity. Protecting the country's political, economic and social stability requires media outlets that are committed to publishing facts and compliant with the media code of honour (through double checking facts and commitment to objectivity in publishing their stories, away from exaggeration, sensationalism and negative influence on the public opinion). Responsible and free media refrains from harming people's dignity, violating their privacies or trespassing on others' freedoms and does not practice character assassination. Not everyone who is accused of corruption is corrupt and this should be left for the Judiciary to decide. Defamation is not acceptable. This necessitates confidential investigations and public trials.

**Media as partner in delivering the message:** The media is a partner in promoting the principles of freedom, national responsibility and respect of the truth, authentic values and human dignity. By doing this, it becomes a professional media capable of asserting commonalities and focusing on its role in spreading awareness of the comprehensive reform approach in the pursuit to achieve the higher national interests.

This document, with the principles that stem from it and the pillars included therein, is a complete text which all pledge to respect and observe its implementation as it reflects Jordanians' eagerness for a coherent society and a strong state. It is, in addition, a moral manifesto and a complete and cohesive value framework and legislative guide through which we exhibit our national character and express our needs and ambitions at the same time.

*“Let it be known that as people gather in communities, they have to have a governing conscience to which they resort, seeking judgements, which can stem from divine revelation sometimes and from human reason in others”*

*Ibn Khaldūn, The Muqaddimah*



## **The Executive Plan to Enhance the National Integrity System**



## The Executive Plan to Enhance the National Integrity System

### Table of Contents

Topic	Page
First Aspect: Enhancing the role of public oversight agencies	21
Second Aspect: Enhancing the role of internal control units	26
Thirds Aspect: Enhancing the role of sectoral regulators and control agencies	28
Fourth Aspect: Revisiting the legislative, regulatory and procedural structure of the preparation mechanism of state budget	34
Fifth Aspect: Revisiting the legislative, regulatory and procedural structure of the mechanism of supplies and public works tender referral	37
Sixth Aspect: Upgrading and circulating standards of government services	38
Seventh Aspect: Revisiting and unifying the financial systems applied in the government apparatus	40
Eighth Aspect: Developing public administration	40
Ninth Aspect: Enhancing the principles and practices of good governance in the public and private sectors and civil society institutions	44
Tenth Aspect: Upgrading the frameworks that regulate the participatory relationship between the public and private sectors	44
Eleventh Aspect: Revisiting the mechanism of drafting legislation and the existing legislation according to a priority scale	46
Twelfth Aspect: Enrooting a culture of transparency in public work	48
Thirteenth Aspect: Rationing the granting of law enforcement status	50
Fourteenth Aspect: Civil integrity and oversight agencies	51
Fifteenth Aspect: Enhancing decentralisation and local governance	52
Sixteenth Aspect: Reforming and developing the educational system	55
Seventeenth Aspect: The Judiciary	56
Eighteenth Aspect: Political and parliamentary development	57
Nineteenth Aspect: Enhancing the culture of integrity and rule of the law among citizens	59
Twentieth Aspect: Follow-up on the implementation of the Executive Plan to Enhance the National Integrity System	60

**First Aspect: Enhancing the role of public oversight agencies/ Audit Bureau**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Amending the Audit Bureau Law to include provisions that ensure the following:                             <ul style="list-style-type: none"> <li>- The mandate of the Bureau should exceed the verification of the validity of procedures from a legal viewpoint to include administrative oversight.</li> <li>- The Bureau’s oversight mandate should include public shareholding companies where the government owns at least 25% of shares, and companies where the Social Security Corporation owns shares, in addition to professional associations, labour unions, political parties, societies and voluntary bodies.</li> <li>- Introducing international auditing standards to the work of the Bureau as benchmarks.</li> <li>- Making it mandatory for the president of the Bureau to publish annual reports the way he deems appropriate, including digital means and press conferences.</li> <li>- Defining the legal responsibility for failure to cooperate on the part of auditable agencies and lack of commitment to correcting violations.</li> <li>- The Bureau should only be subject to oversight by Parliament to ensure it applies the law with impartiality, professionalism and objectivity.</li> </ul> </li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Audit Bureau.</li> <li>- Legislation and Opinion Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>- Revisiting and developing the regulatory structure of the Audit Bureau and its administrative organisational system.</li> </ul>	<p>First quarter 2014- third quarter 2014</p>	<ul style="list-style-type: none"> <li>- Audit Bureau.</li> <li>- Ministry of Public Sector Development.</li> </ul>
<ul style="list-style-type: none"> <li>- Upgrading the human capabilities of the Bureau through continuous and specialised training, with focus on the fields of oversight and auditing and taking the necessary measures to:                             <ul style="list-style-type: none"> <li>- Retain cadres with cumulative expertise at the Bureau.</li> <li>- Attract specialised recruits with high qualifications and quality skills.</li> </ul> </li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Audit Bureau.</li> <li>- Civil Service Bureau.</li> </ul>



<ul style="list-style-type: none"> <li>➤ Revisiting and upgrading the Bureau's infrastructure (technical installations, software, and electronic linkage system).</li> </ul>	<p>First quarter 2014- third quarter 2014</p>	<p>- Audit Bureau.</p>
<ul style="list-style-type: none"> <li>➤ Developing legislative frameworks that ensure coordination between the three oversight agencies (Audit Bureau, Anti-Corruption Commission, and Ombudsman Bureau), integration, rather than duplication, of authorities and constant exchange of all types of reports and taking the necessary, and integrated, action on them.</li> <li>➤ Building a unified database to which the three agencies have access and can build on it in a way that ensures no duplication of related efforts.</li> </ul>	<p>First quarter 2014- third quarter 2014</p>	<p>- Audit Bureau. - Anti-Corruption Commission. - Ombudsman Bureau.</p>
<ul style="list-style-type: none"> <li>➤ Revisiting the method of preparing Audit Bureau reports and their content to focus on repeated violations and key cases of public fund squandering.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<p>- Audit Bureau.</p>
<ul style="list-style-type: none"> <li>➤ Working out a mechanism of coordination between the Audit Bureau and the General Budget Department through which the latter provides the Bureau with the indicators of progress of public projects and their feasibility studies, which should also be presented to budget writers when allocations for projects proposed by ministries, corporations and departments are set aside. This will enable the Bureau to measure the performance of these agencies and their delivery on the envisaged goals.</li> </ul>	<p>First quarter 2014- second quarter 2014</p>	<p>- Audit Bureau. - General Budget Department.</p>

**First Aspect: Enhancing the role of public oversight agencies/Anti-Corruption Commission (ACC)**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Amending the ACC Law to include provisions that ensure the following:                             <ul style="list-style-type: none"> <li>- More focus on the preventive side to deter corruption crimes, educate public on their hazards and avoid duplication with the role of the Judiciary.</li> <li>- Criminalising acts and behaviours that are considered acts of corruption and have not been considered as crimes under the criminal codes in effect.</li> </ul> </li> </ul>	First quarter 2014- fourth quarter 2014	<ul style="list-style-type: none"> <li>- ACC.</li> <li>-Legislation and Opinion Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Revisiting the organisational structure of the ACC with the aim of enabling it to better perform the tasks vested in it under the relevant legislation.</li> </ul>	First quarter 2014- third quarter 2014	<ul style="list-style-type: none"> <li>- ACC.</li> <li>- Ministry of Public Sector Development.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Taking the necessary measures to enable the ACC to address the shortage in human resources, especially specialised personnel in the fields of investigation, complaints processing, international cooperation, communication and media, and other jobs that might be created to meet the needs of the Commission.</li> <li>➤ Enhance the human resources of the ACC through on-going and specialized training.</li> </ul>	First quarter 2014- third quarter 2014	<ul style="list-style-type: none"> <li>- ACC.</li> <li>- Civil Service Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Revisiting and upgrading the ACC’s infrastructure (technical installations, software, and electronic linkage system).</li> </ul>	First quarter 2014- fourth quarter 2014	<ul style="list-style-type: none"> <li>- ACC.</li> </ul>



<p>➤ Working out a mechanism for coordination between the ACC and:</p> <ul style="list-style-type: none"> <li>- Law enforcement bodies: (General Prosecution, Anti-Money Laundering Unit, Customs Department, Companies Control Department, Audit Bureau, Ombudsman Bureau, ...) with the aim of avoiding duplication of their investigations, which on many occasions lead to loss of evidence. The general prosecutor should lead the ACC's investigation panel, with powers to refer the case to the court and pursue it or dismiss it as the nature of case dictates.</li> <li>- Regulatory bodies overseeing the performance of the private sector so as to take the necessary measures to address and prevent acts of corruption.</li> <li>- Media and civil society institutions, to disseminate an anti-corruption culture and educate the public against its hazards.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- ACC.</li> <li>- Prime Ministry.</li> </ul>
<p>➤ Making it mandatory for all agencies subject to monitoring by the Audit Bureau and the Ombudsman Bureau to post the phone numbers of the ACC in their offices and premises and encourage employees and citizens to report suspected acts of corruption in accordance with the provisions of the law.</p>	<p>First quarter 2014- second quarter 2014</p>	<ul style="list-style-type: none"> <li>- Prime Ministry.</li> <li>- Agencies subject to monitoring by the Audit Bureau and the Ombudsman Bureau.</li> </ul>

**First Aspect: Enhancing the role of public oversight agencies/Ombudsman Bureau**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Amending the Ombudsman Bureau Law to include provisions that ensure the following:                             <ul style="list-style-type: none"> <li>- The mandate of the Ombudsman Bureau should be expanded to include public shareholding companies where the government owns at least 25% of shares.</li> <li>- Redefining the mandate of the Ombudsman Bureau in a way that enhances its role and vests larger tasks in it.</li> <li>- The president of the Ombudsman Bureau shall submit the Bureau's annual report to the two Houses of Parliament and the Prime Ministry.</li> <li>- The president of the Ombudsman Bureau should have the power to publish the Bureau's annual reports and its work the way he deems appropriate, including digital means and press conferences.</li> </ul> </li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Ombudsman Bureau.</li> <li>- Legislation and Opinion Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Revisiting the organisational structure of the Ombudsman Bureau to ensure its consistency with the tasks stipulated in relevant legislation after revisiting them.</li> </ul>	<p>First quarter 2015- Second quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ombudsman Bureau.</li> <li>- Ministry of Public Sector Development.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Developing human resources of the Ombudsman Bureau through continuous specialised training.</li> </ul>	<p>Third quarter 2014- First quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ombudsman Bureau.</li> <li>- Civil Service Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Revisiting and upgrading the Ombudsman Bureau's infrastructure (technical installations, software, and electronic linkage system).</li> </ul>	<p>Third quarter 2014- First quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ombudsman Bureau.</li> </ul>



## Second Aspect: Enhancing the role of internal control units

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Amending and modernising the internal financial control system to include all types of control (financial and administrative), with outlining the roles, missions and responsibilities of these units. This should include the mechanism of coordination with the Audit Bureau and the Ministry of Finance (Financial Controller). Modernisation should entail preventive measures and is to replace the existing relevant legislation. These units can replace the Audit Bureau in a gradual and well-studied way to perform prior auditing. The new system should also engage internal auditing units in the work of the planning committees that draft the strategic plans of the institution in question, so that their input is taken into consideration regarding the perceived flaws in the operation of the agency. A clear approach should be worked out to ensure these units access to the necessary data in a timely manner and within a context of integrity and transparency.</li> <li>➤ Detailed instructions stemming from the bylaw should be issued to detail operational procedures of internal control units.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Ministry of Finance.</li> <li>- Audit Bureau.</li> <li>- Ministry of Public Sector Development.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Adopting a unified organisational structure for internal control units to encompass financial and administrative oversight and define the party to which each unit reports (the minister, president of commission, or the chairperson).</li> </ul>	<p>First quarter 2014- Second quarter 2014</p>	<ul style="list-style-type: none"> <li>- Ministry of Public Sector Development.</li> </ul>

<ul style="list-style-type: none"> <li>➤ Setting criteria and standards to select the directors and employees of internal control units and circulating them among government agencies.</li> <li>➤ Designing a training programme for employees at internal control units involving a set of courses that each employee should attend during his/her work at the unit, to be scheduled within a fixed timeframe. (specialised training in internal control and financial management).</li> </ul>	<p>First quarter 2014- Second quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ministry of Finance.</li> <li>- Ministry of Public Sector Development.</li> <li>- Audit Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Provision of all technical infrastructure and software that will enable these units to better perform their missions.</li> </ul>	<p>Second quarter 2014- first quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ministry of Finance.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Taking all the measures that ensure integration of the roles and missions of the said units and the three oversight agencies, especially the Audit Bureau, to define the means of communication between them and provide these agencies with monthly reports, with the aim of activating preventive measures.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Ministry of Finance.</li> <li>- Audit Bureau.</li> <li>- ACC.</li> </ul>



**Third Aspect: Enhancing the role of sectoral regulators and control agencies/Central Bank of Jordan (CBJ)**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Amending relevant legislation (CBJ Law, Banks Law, Money Exchange Law) to ensure the following:               <ul style="list-style-type: none"> <li>- Enhancing governance at the CBJ Board of Directors through revisiting its makeup to ensure that it includes no member who might have any interest with commercial banks; it should include the CBJ governor and his two deputies as members.</li> <li>- Enhancing the independence of the CBJ and its decisions.</li> <li>- Assigning the CBJ to play a role in enhancing good governance at the banks' boards of directors, in a way involving revision of criteria for membership, to ensure that board members enjoy sufficient experience and merit and to avoid conflict of interest through separation between ownership and management.</li> <li>- Enhancing oversight and regulatory mechanisms with regard to financial non-banking companies, in collaboration between the CBJ and the Companies Control Department, with addressing related legislative loopholes.</li> </ul> </li> </ul>	<p>First quarter 2014- first quarter 2015</p>	<ul style="list-style-type: none"> <li>- CBJ.</li> <li>- Legislation and Opinion Bureau.</li> </ul>

**Third Aspect: Enhancing the role of sectoral regulators and control agencies/Jordan Securities Commission (JSC)**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Amending relevant legislation to ensure the following:                             <ul style="list-style-type: none"> <li>- Transferring the task of oversight of companies that trade in the capital market (public shareholding companies, private shareholding companies allowed to trade) from the Companies Control Department to the JSC, with the aim of unifying control authority on these companies, addressing difficulties in coordination and ensure compatibility between the goals of the Companies Control Department and those of regulating and overseeing the capital market. This requires amending the legislation governing these institutions to transfer these tasks and enhance financial and human resources at the JSC to enable it to carry out these tasks efficiently.</li> <li>- Institutionalising coordination between the JSC and the Companies Control Department (regulations, instructions, etc.) and ensure its sustainability. This should involve all related matters like electronic linkage system.</li> <li>- Developing and regulating corporate governance based on the best international practices and intensify monitoring of their application; issuing the necessary manuals that guide companies to implement these practices.</li> </ul> </li> </ul>	<p>first quarter 2014- first quarter 2015</p>	<ul style="list-style-type: none"> <li>- JSC.</li> <li>- Companies Control Department.</li> <li>- Legislation and Opinion Bureau.</li> </ul>



**Third Aspect: Enhancing the role of sectoral regulators and control agencies/Companies Control Department**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Amending the Companies Law and legislation relevant to the work of the Companies Control Department to include provisions that ensure the following:               <ul style="list-style-type: none"> <li>- Imposing controls on the procedures of company registration to make sure that the purposes of the registered companies are not too diverse and general.</li> <li>- The Department follows up on the activities of the companies continuously and make sure that these activities are compatible with the purposes of registration. Inspection should be continuous, mandatory and not only restricted to remedial procedures when problems surface.</li> <li>- Protecting small shareholders in companies through allowing them to have their banks represent them. This requires amendments to the Companies and Banks laws to allow that and empower shareholders to resort to the Judiciary for justice, while wider powers should be granted to courts to allow them to ensure justice for shareholders.</li> <li>- Granting the Companies Control Department the right to contest the appointment of auditors by companies in case the Department has proof of dishonesty in the work of these auditors.</li> <li>- Directing the Department to prepare a classification system of auditing offices based on specific criteria (like the one applied by the Government Tenders Department for the classification of construction contractors).</li> <li>- Working out implementation mechanisms to regulate the auditing professions and control and accountability of auditors, in a way that reflects positively on the level of companies control and ensure its data accuracy and provide auditors with protection so that they can fully perform their duties.</li> </ul> </li> </ul>	<p>First quarter 2014- first quarter 2015</p>	<ul style="list-style-type: none"> <li>-Companies Control Department.</li> <li>- Ministry of Industry and Trade.</li> <li>- JSC.</li> </ul>

<p>➤ Reducing red tape in the work of the Department, especially that related to documentation, registration, archiving and retrieving documents for concerned parties. This can be done through:</p> <ul style="list-style-type: none"> <li>- Working out a legislative framework (instructions, memoranda of understanding, etc.) between the Department and concerned parties (CBJ, Traffic Department, Insurance Commission, JSC, Customs Department, Amman Greater Municipality...) to maximise benefit from the Department's website, where these agencies can retrieve the data they need regarding companies, without the need to contact the Department directly.</li> <li>- Upgrading the computerised system of the Department so as to allow companies to introduce their data directly, safely and fast.</li> </ul>	<p>First quarter 2014- first quarter 2015</p>	<p>- Companies Control Department.</p>
--	---	--



**Third Aspect: Enhancing the role of sectoral regulators and control agencies/Insurance Commission**

<b>Projects</b>	<b>Timeframe</b>	<b>Parties in charge of implementation</b>
<p>➤ Amending the Insurance Regulatory Law in a way to ensure the following:</p> <ul style="list-style-type: none"><li>-Enhancing governance at the Commission through increasing government representation, from two board members to four, provided that they include a representative from the CBJ and another from the Companies Control Department, to be specialised and experienced in insurance. The director general of the Commission should not be a board member so as to enhance good governance in the board's decision making.</li><li>- Defining clear terms of reference for insurance contracts and accelerating litigation in insurance cases.</li></ul>	First quarter 2014- fourth quarter 2014	<ul style="list-style-type: none"><li>- Insurance Commission.</li><li>- Ministry of Industry and Trade.</li></ul>
<p>➤ Enhancing coordination between the Commission, the JSC and Companies Control Department in accordance with the type of insurance, through activating electronic linkage among them, within an appropriate legislative framework.</p>	First quarter 2014- third quarter 2014	<ul style="list-style-type: none"><li>- Insurance Commission.</li></ul>

**Third Aspect: Enhancing the role of sectoral regulators and control agencies/the other sectoral regulatory bodies**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Analysing the situation of sectoral regulatory bodies by revisiting the following:                             <ul style="list-style-type: none"> <li>- Makeup of boards (of directors, commissioners, representation of relevant parties).</li> <li>- Mandate of commissioners and boards.</li> <li>- Legislation governing their operations and the extent to which they integrate with other legislation within the same sector.</li> <li>- Progress in achieving the envisaged goals, to be measured with the proper tools.</li> </ul> </li> <li>➤ Identifying loopholes and points of flaws and weakness in light of the analysis and revisiting legislation.</li> <li>➤ Taking the right decisions and drafting amending legislation to address points of flaws and weakness.</li> <li>➤ Addressing points of flaws and weakness upon the drafting of strategic plans pertaining to sectoral regulatory bodies.</li> </ul>	<p>First quarter 2014- fourth quarter 2015</p>	<ul style="list-style-type: none"> <li>- Minister with jurisdiction over the sector in question.</li> <li>- Upper management in the commission in question.</li> <li>- Ministry of Public Sector Development.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Streamlining regulatory and monitoring tasks pertaining to specific sectors under a single regulatory body, where possible, while assuring the existence of such regulatory bodies in all sectors with operators and enhancing the capabilities of these regulatory bodies.</li> </ul>	<p>Third quarter 2015 – fourth quarter 2017.</p>	



**Fourth Aspect: Revisiting the legislative, regulatory and procedural structures of the preparation mechanism of state budget**

<b>Projects</b>	<b>Timeframe</b>	<b>Parties in charge of implementation</b>
<ul style="list-style-type: none"><li>➤ Preparing budgets on a result-oriented basis, so that the projects of ministries, institutions and departments lead to achieve the institutional goals stemming from the national goals and priorities. The estimation and appropriation process, for new capital projects whether mega or medium-size, should be based on documented feasibility studies, a prerequisite that the General Budget Department should set before it approves the appropriation of funds; it should be also linked to performance indicators.</li><li>➤ Periodical revision of government spending, including loans and grants, to compare progress vis-à-vis spending and the degree to which it reflected on goal achievement, to benefit from that when subsequent budgets are drafted.</li><li>➤ Working out a mechanism that ensures linkage between budgets and the Government Job Formations simultaneously.</li></ul>	First quarter 2014- first quarter 2015	<ul style="list-style-type: none"><li>- General Budget Department.</li><li>- Ministry of Planning and International Cooperation.</li><li>- Civil Service Bureau.</li></ul>

<p>➤ Examining the situation of agencies granted independence with the aim of carrying out income-generating investment activities (in principle, their expenditure should be covered through their revenues). To achieve that, the following should be done:</p> <ul style="list-style-type: none"> <li>- The government should support newly established agencies until they grow capable of managing their investments. Following that, the government should withdraw gradually from this supporting role within a clear timeframe, after these institutions become capable of managing and developing their investments in a way that results in surplus income.</li> <li>- Identifying the reasons behind independent agencies' failure to reach a self-reliance or surplus income-generating stage. If it turns out that the root cause is insufficient funding during the empowerment phase, this financial support should be revisited to enable them to arrive at that stage, within a clear timeframe. After that, the government should withdraw. Otherwise, the existence and the continuity of these agencies should be reconsidered.</li> <li>- The government should adopt a general participatory approach with private sector operators to cover the expenses of regulatory bodies that oversee the performance of these operators (like the case of the Telecom Regulatory Commission).</li> </ul>	<p>First quarter 2014- fourth quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ministry of Finance.</li> <li>- General Budget Department.</li> <li>- Ministry of Public Sector Development.</li> <li>- Legislation and Opinion Bureau.</li> </ul>
---	--	---



<p>➤ Examining the situation of independent agencies in terms of:</p> <ul style="list-style-type: none"><li>- Budgets and resources.</li><li>- Size of personnel and the need for employees, who should be redistributed. A proper mechanism should be worked out to address excess labour in these agencies.</li></ul>	<p>First quarter 2014- first quarter 2016</p>	<ul style="list-style-type: none"><li>- General Budget Department.</li><li>- Civil Service Bureau.</li></ul>
<p>➤ Adopting a policy for publishing:</p> <ul style="list-style-type: none"><li>- Budgets and their supplements via proper channels and in a manner that ensures transparency.</li><li>- Transfer of budget items, with stating the reasons behind these transfers, especially in capital projects.</li><li>- Budgets of developmental programmes implemented by or overseen by the government.</li><li>- Financial indicators, with regular interpretations.</li></ul>	<p>First quarter 2014- continuous</p>	<ul style="list-style-type: none"><li>- Ministry of Finance.</li><li>- General Budget Department.</li></ul>
<p>➤ Working out a mechanism to increase coordination between the Audit Bureau and the General Budget Department before appropriations for stalled projects that have not achieved their goals are allocated, with the aim of identifying the reasons behind their poor performance, activate accountability in relation to them and decide whether it is feasible to continue allocating funds for them.</p>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"><li>- General Budget Department.</li><li>- Audit Bureau.</li></ul>

**Fifth Aspect: Revisiting the legislative, regulatory and procedural structures of the mechanism of supplies and public works tender referral**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Revisiting and updating regulations that govern the process of supplies and public works tender referral, to ensure the following:                             <ul style="list-style-type: none"> <li>- Adopting a unified system for supplies and public works at the level of all government agencies (government procurement system).</li> <li>- Setting controls and bases and financial upper limits regarding variation orders in tender implementation and working out a mechanism for accountability.</li> <li>- Adopting an approach entailing post-implementation evaluation of tenders to identify the gap between the financial and technical plans and what is implemented on the ground. This will help enhance accountability, take proper corrective measures and benefit from this evaluation for purposes of similar future projects.</li> </ul> </li> </ul>	<p>First quarter 2014-third quarter 2014</p>	<ul style="list-style-type: none"> <li>- Ministry of Public Works and Housing.</li> <li>- Ministry of Finance.</li> <li>- General Supplies Department.</li> <li>- Joint Procurement Department.</li> <li>- Government Tenders Department.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Adopting a nation-wide project to put in place an electronic government procurement system to allow registration of providers, bid submission and pricing electronically and transparently, and provide concerned parties with access to necessary data.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- General Supplies Department.</li> <li>- Joint Procurement Department.</li> <li>- Government Tenders Department.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Intensifying monitoring over the implementation of procedures stipulated in legislation relevant to tenders and supplies through the Audit Bureau.</li> </ul>	<p>First quarter 2014- continuous</p>	<ul style="list-style-type: none"> <li>- Audit Bureau.</li> </ul>



**Sixth Aspect: Upgrading and publishing standards of provided government services**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Listing government services and their providers and working to improve service delivery through the following:               <ul style="list-style-type: none"> <li>- Continuous specialised training of employees concerned with service delivery.</li> <li>- Upgrading programmes and electronic linkage system in a manner that activates the one-stop-shop service center for end-users.</li> <li>- Revisiting, developing and simplifying the procedures required to access services.</li> <li>- Improving the environment of service delivery in terms of venues and facilities.</li> </ul> </li> </ul>	<p>First quarter 2014- fourth quarter 2015</p>	<ul style="list-style-type: none"> <li>- Agencies concerned with service delivery.</li> <li>- Ministry of Public Sector Development.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Upgrading the standards and raising the bar of targeted levels of service delivery, so as to minimise discretionary authority in service delivery and meet the needs, wishes and expectations of service recipients, who should have a say regarding the way they are served, which should be in line with the best practices and observant of financial and legislative restrictions.</li> <li>➤ Making it mandatory for agencies and departments that provide services to circulate these standards via manuals that entail procedures, responsibilities, the time needed to obtain the service, fees (if any) and required documents. Publication of these manuals should come via all available means (website, public service offices, etc.)</li> </ul>	<p>First quarter 2014-fourth quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ministry of Public Sector Development.</li> <li>- Agencies concerned with service delivery.</li> </ul>

<p>➤ Intensifying monitoring and accountability to ensure full commitment to service delivery standards.</p>	<p>First quarter 2014-continuous</p>	<p>- Ministry of Public Sector Development. - Audit Bureau.</p>
<p>➤ Periodic unannounced assessment of the level of service delivery and identifying areas and opportunities of potential improvement, and implement these in cooperation with the concerned government agencies.</p>	<p>First quarter 2014-continuous</p>	<p>- Ministry of Public Sector Development.</p>
<p>➤ Upgrading governmental services offered in governorates and remote areas to the level of those in the capital.</p>	<p>First quarter 2014-continuous</p>	<p>- Ministry of Public Sector Development. - Agencies concerned with service delivery.</p>
<p>➤ Designing an interactive monitoring body to assess government services, to measure satisfaction of end-users.</p>	<p>First quarter 2014- fourth quarter 2016</p>	<p>- Ministry of Public Sector Development. - Ministry of Communications and Information Technology.</p>



### **Seventh Aspect: Revisiting and unifying the financial regulations applied in the government apparatus**

<b>Projects</b>	<b>Timeframe</b>	<b>Parties in charge of implementation</b>
<ul style="list-style-type: none"><li>➤ Listing the financial regulations in use.</li><li>➤ Identifying and analysing loopholes and flaws.</li><li>➤ Modernising and unifying all regulations in one financial regulation.</li><li>➤ Extending the use of computerised systems in financial administration to all ministries, institutions and government departments, and apply electronic linkage with other computerised systems used by the rest of government agencies.</li></ul>	First quarter 2014- fourth quarter 2014	- Ministry of Finance.

### **Eighth Aspect: Developing public administration**

<b>Projects</b>	<b>Timeframe</b>	<b>Parties in charge of implementation</b>
<ul style="list-style-type: none"><li>➤ E-government:<ul style="list-style-type: none"><li>- Revisiting the work approach of the e-government programme, identifying the obstacles hindering its realisation in achieving goals, and suggesting solutions to activate and implement it in the public sector, as initially planned.</li></ul></li></ul>	First quarter 2014-second quarter 2014	<ul style="list-style-type: none"><li>- Ministry of Communications and Information Technology.</li><li>- Ministry of Public Sector Development.</li><li>- Government institutions.</li></ul>

<ul style="list-style-type: none"> <li>➤ Restructuring government apparatus:</li> <li>- Revisiting the components of government apparatus (independent agencies, departments, ministries, etc.)</li> <li>- Amending relevant legislation.</li> <li>- Implementing government apparatus' restructuring.</li> <li>- Upgrading the organisational structures of the government institutions and revisiting their administrative organisational systems to ensure they are not in contradiction with the Civil Service Regulation.</li> </ul>	<p>First quarter 2014-fourth quarter 2017</p>	<ul style="list-style-type: none"> <li>- Ministry of Public Sector Development.</li> <li>- Legislation and Opinion Bureau.</li> <li>- Government (ministries/institutions/departments)</li> </ul>
<ul style="list-style-type: none"> <li>➤ Updating the civil service system:</li> <li>- Revisiting the Civil Service Regulation thoroughly to render it responsive to the developments and changes public jobs have seen.</li> <li>- Embedding in the Civil Service Regulation provisions and articles related to the National Integrity System, particularly concerning public employees and posts and in a way that minimises discretionary authority and promotes clear and declared procedures.</li> <li>- Activating the professional code of conduct through a package of related training and educational and awareness programmes and relevant workshops.</li> <li>- Building the institutional capacity of the Civil Service Bureau.</li> </ul>	<p>First quarter 2014- third quarter 2014</p>	<ul style="list-style-type: none"> <li>- Ministry of Public Sector Development.</li> <li>- Civil Service Bureau.</li> <li>- Legislation and Opinion Bureau.</li> </ul>



<ul style="list-style-type: none"><li>➤ Building the institutional capacity of human resources units in the public sector, with focus on the following aspects:<ul style="list-style-type: none"><li>- Preparing a manual of the various policies and procedures that govern the work of human resources administrations, ensuring the transparency and fairness of these procedures.</li><li>- Training persons in charge of these units on modern techniques and practices of human resources management and development.</li><li>- Ensuring that employees in these units acquire skills and knowledge related to the concepts of national integrity.</li></ul></li></ul>	First quarter 2014-fourth quarter 2016	<ul style="list-style-type: none"><li>- Ministry of Public Sector Development.</li><li>- Civil Service Bureau.</li></ul>
<ul style="list-style-type: none"><li>➤ Higher leadership posts:<ul style="list-style-type: none"><li>- Applying the Regulation of Appointment to Leadership Positions as the only framework for recruitment in these posts.</li><li>- Adopting advanced programmes to build leadership capacity.</li><li>- Granting ministries' secretaries general and directors general adequate powers as they are the executive leaders in the government apparatus.</li><li>- Developing a system to evaluate the performance of occupiers of top leadership posts and linking it to institutional performance.</li></ul></li></ul>	First quarter 2014-fourth quarter 2014	<ul style="list-style-type: none"><li>- Prime Ministry.</li><li>- Ministry of Public Sector Development.</li><li>- Civil Service Bureau.</li><li>- Oversight agencies.</li></ul>

<p>➤ Establishing a regulatory unit at the Prime Ministry concerned with scrutinising contracts and agreements the government concludes with other parties. The unit will present its recommendations to the Council of Ministers before the deals are signed. The proposed unit will comprise experts in the technical, financial and legal aspects, who should observe the following rules:</p> <ul style="list-style-type: none"> <li>- The language of the contract should be Arabic. In case it is not possible, the contract should be coupled with a copy of Arabic translation to be part and parcel of it.</li> <li>- Jordanian courts will have the exclusive jurisdiction over any differences or disputes that arise upon the implementation of the contracts or agreements whenever that is possible.</li> <li>- Agreements should be concluded with companies whose identities and countries are known. They should not be from countries whose laws ban disclosure of company owners' identities.</li> </ul>	<p>First quarter 2014-second quarter 2014</p>	<p>- Prime Ministry.</p>
<p>➤ Enhancing the role of the Government Plans Follow-up Unit at the Prime Ministry tasked with following up on the implementation of governmental mega projects within the set deadlines, ensuring integration with the Ministry of Planning and International Cooperation in following up on the executive development programme, the Ministry of Finance in scrutinising government's spending on projects and the Ministry of Public Sector Development in overseeing the performance of the public sector development, including requirements like electronic linkage, technical support and coordination.</p>	<p>First quarter 2014-fourth quarter 2014</p>	<p>- Prime Ministry          - Ministry of Planning and International Cooperation.          - Ministry of Finance.          - Ministry of Public Sector Development.</p>



<ul style="list-style-type: none"> <li>➤ Launching the national dialogue forum to activate public participation in drawing public policies.</li> </ul>	First quarter 2014-continuous	<ul style="list-style-type: none"> <li>- Ministry of Political and Parliamentary Affairs.</li> <li>- Ministry of Public Sector Development.</li> </ul>
--	-------------------------------	--

**Ninth Aspect: Enhancing the principles and practices of good governance in the public and private sectors and civil society institutions**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Applying the principles of good governance in the public sector, as well as in the private sector and civil society organisations.</li> <li>➤ Drafting and adopting policies and programmes of good governance and embedding them in relevant legislation to bridge the gap in this area.</li> <li>➤ Disseminating a societal and institutional culture of good governance via all possible means of communication between society and institutions.</li> </ul>	First quarter 2014-fourth quarter 2016	<ul style="list-style-type: none"> <li>- Ministry of Public Sector Development.</li> <li>- All concerned government agencies.</li> </ul>

**Tenth Aspect: Upgrading the frameworks that regulate the participatory relationship between the public and private sectors**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Giving an urgency status to pass draft laws pertaining to investment (the Draft Law on Partnership with the Private Sector, the Investment Draft law) in coordination with Parliament.</li> </ul>	First quarter 2014- fourth quarter 2014	<ul style="list-style-type: none"> <li>- Parliament.</li> <li>- Prime Ministry.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Unifying standards to attract investment companies with the aim of reducing discretionary authority.</li> </ul>	First quarter 2014- fourth quarter 2014	<ul style="list-style-type: none"> <li>- Agencies concerned with investment.</li> </ul>

<p>➤ Establishing joint ventures in certain sectors that have priority, so that they contribute to entrenching the participatory culture between the (pilot project).</p>	<p>First quarter 2015- fourth quarter 2017</p>	<p>- Agencies concerned with investment in coordination with the private sector.</p>
<p>➤ Directing the activities of the Governorates Development Fund to focus on the developmental aspect and creating jobs, more than on infrastructure projects.</p>	<p>First quarter 2014- continuous</p>	<p>- Jordan Enterprise Development Corporation.</p>
<p>➤ Developing a mechanism that ensures public sector's participation in drawing public policies pertaining to investment.</p>	<p>First quarter 2014- continuous</p>	<p>- Ministry of Industry and Trade.</p>



**Eleventh Aspect: Revisiting the mechanism of drafting legislation and the existing legislation according to a priority scale**

Projects	Timeframe	Parties in charge of implementation
<p>➤ Adopting the following approaches when legislation is drafted:</p> <ul style="list-style-type: none"> <li>- The need for the Council of Minister to exercise its authorities as stipulated in Articles (114) and (120) of the Constitution, which stipulate that the Cabinet is entitled to issue regulations for the control of appropriations and expenditures of the public funds and the organisation of government stores, and the administrative divisions of the Hashemite Kingdom of Jordan, the establishment of the government departments, their classification, designations, the plan of operations and the manner of the appointment of civil servants, their dismissal, supervision and the limits of their competence and powers shall be determined by regulations issued by the Council of Ministers. The government cannot relinquish these powers and cannot issue laws to regulate them.</li> <li>- The need, if possible, to issue at least one law for each sector entailing general provisions to govern it, including (establishment of institutions, missions and general objectives, financial resources, punitive measures, violations, general competencies, fees, etc.) while the regulatory details are left to be included in regulations.</li> <li>- Incorporating all provisions, pertaining to a specific issue, in the main legislation treating the issue, and not dispersing these provisions in several laws such as (tax exemptions, civil retirement, etc.)</li> <li>- Incorporating into legislation the rules and guidelines in the National Integrity Charter, as appropriate.</li> <li>- Avoiding the use of the legislative phrase “Notwithstanding the provisions of any other legislation”, leading to a complete halt of its usage.</li> </ul>	<p>First quarter 2014-continuous</p>	<p>- Prime Ministry. - Legislation and Opinion Bureau.</p>

<ul style="list-style-type: none"> <li>➤ Giving priority to complete the enactment of the following laws:             <ul style="list-style-type: none"> <li>- Pieces of legislation required by the latest constitutional amendments, which should be completed before the lapse of three years starting from the introduction of the constitutional amendments.</li> <li>- Temporary laws in effect, according to their priority.</li> <li>- Legislation consistent with the government’s action plan (2013-2016).</li> </ul> </li> </ul>	<p>First quarter 2014- continuous</p>	<ul style="list-style-type: none"> <li>- Parliament.</li> <li>- Prime Ministry.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Amending a set of legislation of priority in line with international standards and best practices, including (Labour Law, Economic Crimes Law, Higher Court of Justice Law, Extradition of Fugitive Criminals Law, Crime Prevention Law, Anti-Money Laundering, Terror Financing Law, Penal Code and Medical Accountability Law, etc.)</li> </ul>	<p>First quarter 2014- fourth quarter 2018</p>	<ul style="list-style-type: none"> <li>- Prime Ministry.</li> <li>- Ministry of Justice.</li> <li>- Ministry of Labour.</li> <li>- Legislation and Opinion Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Working out a framework to govern the mechanism of periodic revision of laws and regulations and instructions stemming from them.</li> </ul>	<p>First quarter 2014- second quarter 2014</p>	<ul style="list-style-type: none"> <li>- Legislation and Opinion Bureau.</li> </ul>



**Twelfth Aspect: Entrenching a culture of transparency in public work**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Adopting the principle of disclosure of budgets in line with international criteria.</li> <li>➤ Subjecting development projects funded by foreign assistance to monitoring and accountability, to be conducted with transparency.</li> <li>➤ Informing the public and Parliament of government's policies and measures regarding public debt.</li> <li>➤ Informing the public of the Social Security Corporation's (SSC) projects and the financial position of the agency, along with the financial reports of the companies and investments SSC is involved in.</li> <li>➤ Announcing the policies of the fiscal and economic reform programmes and development projects, along with their timeframes and outcomes, and disclosing to the public government subsidies mechanisms.</li> </ul>	<p>First quarter 2014-continuous</p>	<ul style="list-style-type: none"> <li>- Prime Ministry.</li> <li>- Social Security Corporation.</li> <li>- Ministry of Finance.</li> <li>- General Budget Department.</li> </ul>
<ul style="list-style-type: none"> <li>➤ The Committee tasked by the Prime Minister with examining the privatization plan should complete its work, present its recommendations in this regard and disclose to the public its findings.</li> </ul>	<p>Second quarter 2013-first quarter 2014</p>	<ul style="list-style-type: none"> <li>- Privatization Evaluation Committee.</li> </ul>

<p>➤ Revisiting the Financial Disclosure and Illicit Gains laws with the aim of ensuring further transparency, through enforcing the financial disclosure provision on those identified in the law upon assuming public office and after leaving their posts. This would facilitate proving acts of corruption. Those subject to the law must be obliged to obtain clearance from taxation authorities, including real estate, <i>Ma'aref</i> and income taxes, to set a good example for others.</p>	<p>First quarter 2014- fourth quarter 2014</p>	<p>- Parliament. - Prime Ministry.</p>
<p>➤ Public institutions should regularly publish their non-classified reports (as defined by the Law of Protecting State Secrets and Documents).</p>	<p>First quarter, 2014- continuous</p>	<p>Government (ministries/institutions and departments)</p>
<p>➤ Working out mechanisms to ensure integrity and transparency in the internal and external grants and financial assistance.</p>	<p>First quarter 2014- first quarter 2015</p>	<p>- Ministry of Planning and International Cooperation. - Ministry of Finance. - Ministry of Social Development. - National Aid Fund. - General Budget Department. - Concerned institutions.</p>



### Thirteenth Aspect: Rationing the granting of law enforcement status

Projects	Timeframe	Parties in charge of implementation
<p>➤ Identifying the parties that exercise the role of a law enforcement agency exclusively in the Criminal Procedure Law. This status should not be extended in any other law, which requires:</p> <ul style="list-style-type: none"><li>- Revisiting all pieces of legislation that include reference to granting a law enforcement status and making the necessary amendments.</li><li>- Examining the missions and the situation of institutions that require a law enforcement status, foremost of which oversight agencies.</li><li>- Setting criteria for granting the law enforcement status and withdrawing it from ineligible parties.</li><li>- Examining the possibility of a joint benefit from law enforcement status involving more than one agency.</li></ul>	First quarter 2014- fourth quarter 2015	<ul style="list-style-type: none"><li>- Ministry of Justice.</li><li>- Legislation and Opinion Bureau.</li></ul>

**Fourteenth Aspect: Civil integrity and oversight agencies**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Revisiting media-related legislation in coordination with the concerned professional association and other parties within the profession to ensure the highest degree of media freedom, adherence to professionalism and prevention of character assassination, with focus on the role of the media in combating corruption and building the integrity system.</li> <li>➤ Working out legislative frameworks to define the legal responsibility of those who obstruct the dissemination of the information which the public has the right to know (right of access to information).</li> </ul>	<p>First quarter 2014- third quarter 2015</p>	<ul style="list-style-type: none"> <li>-Prime Ministry.</li> <li>- Media institutions.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Restructuring institutions in the media sector with the aim of improving their performance.</li> </ul>	<p>First quarter 2015- fourth quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ministry of Public Sector Development.</li> <li>- Media institutions.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Activating the developmental and oversight role of civil society institutions and applying the principles of good governance in them.</li> <li>➤ Applying the principles of good governance in professional associations and encouraging them to develop their respective professions.</li> </ul>	<p>First quarter 2014- fourth quarter 2015</p>	<ul style="list-style-type: none"> <li>- All types of professional associations and societies.</li> </ul>



<ul style="list-style-type: none"> <li>➤ Professional associations, political parties, non-profit societies and studies centres should publish their budgets, sources of funding and ways of spending funds and have them audited by accredited auditing firms.</li> <li>➤ Setting a regulatory framework to streamline the situation of civil society institutions that receive foreign funding, ensuring oversight over funding and spending and that these institutions do not practice profit-making activities. Any institution violating these principles will be subject to taxation provisions. Moreover, there should be focus on the aspects of guidance, information dissemination and educating the public on this matter.</li> <li>➤ Civil Society Institutions that receive foreign funding should be subject to Audit Bureau monitoring, while any foreign or external funding must be subject to Cabinet approval</li> </ul>	<p>First quarter 2014-second quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ministry of Social Development.</li> <li>- Ministry of Interior.</li> <li>- Ministry of Political and Parliamentary Affairs.</li> <li>- Civil Society Institutions.</li> <li>- Audit Bureau.</li> </ul>
--	---	--

**Fifteenth Aspect: Enhancing decentralisation and local governance**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Revisiting the administrative divisions included in the various legislation in a manner that guarantees fair and balanced distribution of development gains and services offered to citizens.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Ministry of Interior.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Revisiting the local governance pattern (authority) and its impact on the developmental, economic and social realities in the region, and the role of the local community in the decision making process, such as (the Aqaba Special Economic Zone Authority, Petra Development &amp; Tourism Region Authority, Jordan Valley Authority).</li> </ul>	<p>First quarter 2014- Second quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ministry of Municipal Affairs.</li> <li>- Ministry of Interior.</li> </ul>

<ul style="list-style-type: none"> <li>➤ Examining and revisiting legislation related to development zones.</li> <li>➤ Identifying the powers, responsibilities and roles of each of development zone and the municipality in the same geographical area.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Prime Ministry.</li> <li>- Ministry of Industry, Trade, and Supplies.</li> <li>- Ministry of Finance.</li> <li>- Ministry of Municipal Affairs.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Making it mandatory for and stimulating the companies working in the governorates, through the necessary legislation, to focus on their role in promoting local development, improving the economic, social and environmental situation in their areas and creating jobs for the youth.</li> </ul>	<p>First quarter 2014- continuous</p>	<ul style="list-style-type: none"> <li>- Ministry of Industry, Trade, and Supplies.</li> <li>- The Development &amp; Free Zones Commission.</li> <li>- All government agencies concerned with investment.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Empowering government leaderships in the field and enhancing the institutional and functional capacity of executive councils and service-providing government departments in the governorates</li> </ul>	<p>First quarter 2014- continuous</p>	<ul style="list-style-type: none"> <li>- Ministry of Interior.</li> <li>- Ministry of Municipal Affairs.</li> <li>- Ministry of Planning and International Cooperation.</li> <li>- Ministry of Public Sector Development.</li> </ul>



<p>➤ Developing municipalities' performance:</p> <ul style="list-style-type: none"><li>- Revisiting the legislation and powers that would enhance the developmental role of municipalities and local councils and enroot decentralisation, and ensure integration between the role of municipalities and that of the local community in an aim to address issues of poverty, unemployment and the environment.</li><li>- Examining the situation of municipalities and their potential and capabilities to generate revenues that enable them to sustain their operations, along with studying the size of the tasks vested in each, the range of its geographical area, the demographical elements that have an impact on the region, human resources, financial resources, vehicles and equipment and the technological structure.</li><li>- Drawing up plans for the municipalities that should be integrated with the government schemes, results-oriented and involving a fixed timeframe for implementation.</li><li>- Activating follow-up on municipalities' plans and oversight of their performance and spending.</li></ul>	First quarter 2014- fourth quarter 2016	- Ministry of Municipal Affairs.
---	---	----------------------------------

**Sixteenth Aspect: Reforming and developing the educational system**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Revisiting all the components of the educational system in Jordan to identify potential areas of development, adopting the programmes and projects to implement the envisaged changes and employ modern technology in the educational process, starting from the early stage in basic education and ending with the final stages of university education, to include:                             <ul style="list-style-type: none"> <li>- Basic and secondary education (revisiting governing legislation; updating curricula to ensure they keep up with the various developments, while continuing to embed in them the concepts and principles of integrity; activating the role of vocational and technical education; developing teacher training programmes, improving teacher efficiency and selection process; revisiting the powers and special responsibilities vested in school principals and other administrative cadres; developing the general secondary school exam, etc.)</li> <li>- Higher education: Revisiting and addressing legislation governing, university and programmes accreditation criteria, universities acceptance criteria, campus violence phenomenon (discipline and deterring measures); higher vocational and technical education, and revising the criteria of appointment in teaching posts and scholarships, in a way ensuring that appointments and scholarships go to best achievers in the first university degrees, etc.)</li> <li>- Creating an environment that encourages and supports scientific research that ensures gearing it towards the public good and finding solutions to problems facing society).</li> </ul> </li> </ul>	<p>First quarter 2014- fourth quarter 2018</p>	<ul style="list-style-type: none"> <li>- Ministry of Education.</li> <li>- Ministry of Higher Education and Scientific Research.</li> <li>- Higher Education Accreditation Commission.</li> <li>- Vocational Training Corporation.</li> <li>- Universities.</li> </ul>



<ul style="list-style-type: none"> <li>➤ Revisiting and developing the Higher Education Accreditation Commission and relevant legislation to enhance its independence and support its role.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Prime Ministry.</li> <li>- Ministry of Higher Education and Scientific Research.</li> <li>- Higher Education Accreditation Commission.</li> <li>- Universities.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Setting criteria and mechanism to protect intellectual property rights in the higher education field against plagiarism.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Ministry of Higher Education and Scientific Research.</li> <li>- Higher Education Accreditation Commission.</li> <li>- Universities.</li> <li>- National Library Department.</li> </ul>

### Seventeenth Aspect: The Judiciary

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Revisiting and updating the Judiciary Independence Law in a manner that enhances the independence of the judicial branch and separation of powers.</li> <li>➤ Adopting objective, fair and transparent criteria for the selection, appointment, promotion and dismissal of judges, according to the highest degree of integrity and best practices.</li> <li>➤ Applying legal rules that define deadlines for litigation procedures and ensure an expedited legal process.</li> </ul>	<p>First quarter 2014- fourth quarter 2015</p>	<ul style="list-style-type: none"> <li>- Judicial Council.</li> <li>- Prime Ministry.</li> <li>- Ministry of Justice.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Adopting and activating the judicial code of conduct.</li> <li>➤ Adopting advanced capacity building programmes involving judges and prosecutors general through continuous training.</li> <li>➤ Capacity building and human resources development involving court staff.</li> </ul>	<p>First quarter 2014- fourth quarter 2016</p>	<ul style="list-style-type: none"> <li>- Ministry of Justice.</li> <li>- Judicial Council.</li> </ul>

➤ Working out mechanisms and building capabilities that ensure sound selection of qualified experts of all specialities to testify before courts and clarify the criteria experts rely on as they carry out tasks assigned by courts.	First quarter 2014- fourth quarter 2016	- Judicial Council. - Ministry of Justice.
➤ Forming specialised tribunals to look into cases of corruption, and commercial and civil cases.	First quarter 2014- second quarter 2015	- Judicial Council.
➤ Enhancing the role of the Attorneys General.	First quarter 2014- fourth quarter 2014	- Judicial Council. - Ministry of Justice.
➤ Any future constitutional amendments should take into consideration that judges cannot be dismissed from office after they are appointed except when the dismissal comes as a result of a criminal offence or behavioural misconduct.		
<b>Eighteenth Aspect: Political and parliamentary development</b>		

<b>Projects</b>	<b>Timeframe</b>	<b>Parties in charge of implementation</b>
➤ Revisiting legislation governing partisan action in the Kingdom to ensure it is consistent with the Constitution and the international standards the state is committed to observing, with the aim of developing partisan and political action.	First quarter 2014- second quarter 2014	- Ministry of Political and Parliamentary Affairs. - Ministry of Interior.



<ul style="list-style-type: none"> <li>➤ Revisiting and developing the Election Law and subsequent regulations and instructions with the aim of formulating a new law that leads to a qualitative leap in parliamentary life as part of the drive towards parliamentary governments, guarantees fair representation, encourages community members' participation and unity, stimulates partisan action in letter and spirit and provides feasible mechanisms to fight political money, towards having a Lower House that exercises its oversight and legislative roles with the highest degree of efficiency and responsibility.</li> <li>➤ Reducing the number of seats at the Lower House to a range of 60-120 seats, after carrying out a study to set the proper number within this range.</li> </ul>	<p>First quarter 2014- fourth quarter 2014</p>	<ul style="list-style-type: none"> <li>- Parliament.</li> <li>- Prime Ministry.</li> <li>- Ministry of Political and Parliamentary Affairs.</li> <li>- Legislation and Opinion Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Revisiting the Independent Election Commission Law and evaluating its experience in light of its administration of the election process, so that it will be formed of top-category judges and enjoys functional and administrative independence.</li> <li>➤ Revisiting election procedures to render them convenient and simple.</li> </ul>	<p>First quarter 2014- second quarter 2014</p>	<ul style="list-style-type: none"> <li>- Independent Election Commission.</li> <li>- Legislation and Opinion Bureau.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Building and strengthening the institutional capacity of the secretariats general of both the Lower House and the Senate and providing each House with a technical legislative team.</li> <li>➤ Developing the codes of conduct of the Lower House and the Senate.</li> </ul>	<p>First quarter 2014- second quarter 2014</p>	<ul style="list-style-type: none"> <li>- Lower House.</li> <li>- Senate.</li> </ul>

**Nineteenth Aspect: Enhancing the culture of integrity and rule of the law among citizens**

Projects	Timeframe	Parties in charge of implementation
<ul style="list-style-type: none"> <li>➤ Enhancing the dissemination of the culture and principles of integrity and rule of the law, acceptance of others' opinions, belonging to the homeland, dedication in work and awareness of rights and duties through adopting specialised educational and awareness programmes targeting the various segments of society (family, local community, junior and senior employees, institutions, etc.)</li> <li>➤ Cooperating with religious institutions to disseminate the principles of the Charter.</li> <li>➤ Embedding the Charter's principles in the cultural, youth and political development programmes.</li> <li>➤ Embedding the principles and concepts of integrity in higher education curricula, in a manner that suits different age groups and classes.</li> <li>➤ Embedding the principles and concepts of integrity in higher education curricula as part of compulsory courses.</li> </ul>	<p>First quarter 2014-continuous</p>	<ul style="list-style-type: none"> <li>- Ministry of Culture.</li> <li>- Ministry of Awqaf and Islamic Affairs.</li> <li>- Ministry of Education.</li> <li>- Media institutions.</li> <li>- Ministry of Higher Education.</li> <li>- Ministry of Political and Parliamentary Affairs.</li> </ul>
<ul style="list-style-type: none"> <li>➤ Disseminating the concepts of the Charter and the Executive Plan, through the following:                             <ul style="list-style-type: none"> <li>- A wide-ranging media awareness campaign harnessing the available means to spread the principles and values entailed in National Integrity Charter.</li> <li>- Workshops and seminars distributed geographically and according to a convenient time schedule.</li> <li>- A specialised interactive website to follow up on implementation and receive feedback.</li> </ul> </li> </ul>	<p>First quarter 2014- first quarter 2015</p>	<ul style="list-style-type: none"> <li>- Ministry of Culture.</li> <li>- Ministry of Awqaf and Islamic Affairs.</li> <li>- Ministry of Education.</li> <li>- Media institutions.</li> <li>- Ministry of Higher Education.</li> <li>- Ministry of Political and Parliamentary Affairs.</li> </ul>



➤ Reactivating military service and the Popular Army.	First quarter 2015-continious	- Prime Ministry.
➤ Making it mandatory for the Audit Bureau and the Anti-Corruption Commission to provide training courses in the form of lectures or via electronic media for the employees of agencies subject to their monitoring and civil society institutions, provided that they are regular and mandatory for some posts.	First quarter	- Audit Bureau - Anti-Corruption Commission.
➤ Publicising reports on progress in the Executive Plan to enhance the National Integrity System	First quarter 2014- conclusion of all projects	The party/commission defined in the 20 <sup>th</sup> aspect of the Plan, below.

**Twentieth Aspect: Follow-up on the implementation of the Executive Plan to enhance the National Integrity System**

<b>Projects</b>	<b>Timeframe</b>	<b>Parties in charge of implementation</b>
<ul style="list-style-type: none"> <li>➤ Examining the possibility of working out a proper legal formula to extend to the Charter a mandatory status.</li> <li>➤ Identifying the party/commission to oversee the implementation of the Plan.</li> <li>➤ Setting up a mechanism to follow up on the Plan.</li> <li>➤ Holding workshops for representatives of concerned institutions to explain the details of the Plan, the role of each institution involved and the follow up mechanism.</li> <li>➤ Issuing periodic progress reports.</li> </ul>	First quarter 2014- conclusion of all projects	Party/commission concerned

**The Charter and the Plan should be cross-government, to be complied with by all state authorities and administrations.**



**Report of the Royal Committee  
To Enhance the National Integrity System**



**The Royal Committee to Enhance the National Integrity System was established in response to a Royal letter dated December 8, 2012, under the chairmanship of H.E. Prime Minister Dr. Abdullah Ensour, with the following eminent figures as members:**

HE President of the Senate
HE President of the Judicial Council
HE Minister of Public Sector Development/Rapporteur
HE Dr Rajai Muasher
HE Dr Muhammad Hammouri
Mr Abdul Majid Thuneibat
Mr Talal Abu-Ghazaleh
Ms Abla Abu Olbeh
Dr Mousa Burayzat
Mr Mahmoud Erdisat
Mr Bassem Sakijha

The Royal Letter defined the Committee's tasks as follows:

- Reviewing relevant legislation and studying the situation of all oversight agencies, diagnose the problems they face and identifying the points of weakness.
- Suggesting recommendations to correct the operational flaws in the oversight agencies concerned with combating corruption and enhance cooperation among them.
- Carry out consultations, outreach efforts and dialogue with all civil society institutions, including political parties, professional associations and the various political powers, and open up to the visions and ideas put forward by citizens and experts, to achieve the following:
  - Draft a charter that includes the basic principles and the ethical and professional criteria that would regulate work in both the public and private sectors, strengthening integrity, transparency, rule of the law and accountability, which would ensure justice and equal opportunity, in a bid to fight *wasta* and favouritism.
  - Preparing an executive plan that is bound by a fixed timeframe to strengthen the National Integrity System, accountability and transparency, while institutionalising its work and cooperation mechanism between them. It will specify and recommend legislation that need to be amended, and the technical needs to develop the institutional capacity of the relevant agencies to carry out their work according to the best international practices.

In its work methodology, the Committee relied on the Royal directives, which are:

- Laying the foundations for the supreme principles that the homeland is built upon — like justice, equality, transparency and the rule of the law, in addition to the anti-corruption drive and

accountability.

- Fighting all forms of corruption, before it occurs, the reform of the financial and administrative systems, in addition to enhancing institutional qualities and moral ethics in state institutions.
- Ensuring that the administration of public funds and state resources is done properly, and put in place regulations that would prevent any squandering.
- Enhancing accountability and transparency in the public sector, regarding budgets, tenders and governmental supplies, in addition to putting in place a framework for appointments in senior positions and standards for the services offered and the processing of complaints.
- Empowering oversight agencies by strengthening their institutional capacities to deter and fight corruption, according to each institution's jurisdiction.
- Instilling the principles of good governance within the public and private sectors and civil society institutions, to enroot a culture of transparency, accountability and concern for the public's well-being.
- Developing a framework that would govern the collaborative relations between the public and private sectors.

Since its inception, the Committee held 24 meetings, during which it met with a number of heads of commission and oversight agencies, with the aim of getting acquainted with the agencies' respective situations and diagnosing the problems and challenges facing them. In light of the comments and discussions that took place, the Committee prepared the draft Charter and Executive Plan to Enhance the National Integrity System.

His Majesty the King's directives in the Royal Letter stressed the need for the Committee to hold consultations, carry out outreach activities and dialogue with all civil society institutions, including political parties and professional associations and listen to the visions and ideas put forward by citizens and experts in order to draft a charter that incorporates the basic principles and ethics governing work in the public and private sectors. The King also directed the Committee to come up with an executive plan based on a fixed timeframe to enhance the National Integrity System. In implementation of these directives, the Committee designed a plan to hold consultative meetings and a general national conference. Towards that end, the Committee held 17 consultative meetings, as follows:

- Twelve meetings in governorates attended by the elite intellectual and opinion leaders in these districts, including former ministers, senators, deputies, along with members of consultative council in each governorate, tribal and refugee camp leaders, mayors, senior retired military officers and representatives from the chambers of industry and trade, professional associations, trade unions, political parties and the women and youth sectors, as described in the table below:

Governorate	Date of meeting
Irbid	2/9/2013
Ajloun	4/9/2013
Jerash	5/9/2013
Mafraq	9/9/2013
Balqa	10/9/2013
Zarqa	11/9/2013
Madaba	12/9/2013
Karak	16/9/2013
Tafileh	17/9/2013
Maan	18/9/2013
Aqaba	19/9/2013
Amman	24/9/2013



- A consultative meeting was held with public and private universities on September 26, 2013, represented by presidents of boards of trustees, presidents, deans of concerned faculties like (law, political science, economics, administrative sciences, media and Sharia, etc.); along with presidents of student unions.
- A consultative meeting was held on September 28, 2013 with executive leaders in the government, represented by ministers, secretaries and directors general and their assistants, along with commissioners, directors of administrations and departments at ministries, corporations and other government entities. The meeting was held on the sidelines of opening ceremony of the Government Leaders Forum on September 28, 2013.
- A consultative meeting was held with political parties, professional associations, societies and other civil society institutions on September 30, 2013.
- A consultative meeting was held with Lower House members on October 1, 2013.
- A consultative meeting was held with senators on October 3, 2013.

In addition, the Committee announced an email address and a fax number to receive public notes, suggestions and opinions.

The Committee compiled all the comments and suggestions made during the consultative meetings, sorted them out and embedded those related to the National Integrity System in the National Integrity Charter and Executive Plan. They were presented to the Committee during its meetings on October 21, 2013 and October 26, 2013, when the first draft of the National Integrity Charter and the Executive Plan to Enhance the National Integrity System were compiled.

The Committee posted the first draft of the Charter and the Plan on the website of the Prime Ministry on November 16, 2013 and sent invitations to several national figures representing all segments of the society and its institutions to participate in a general national conference to enhance national integrity. A copy of the Charter and the Plan was attached to the invitation card to allow participants to have a look at them and send any suggestions or notes through communication channels dedicated for this purpose during a period extending to November 26, 2013.

The suggestions and notes communicated by participants and citizens were compiled, in addition to media materials published about the issue. These were sorted out to be discussed at the general national conference and incorporate those approved in the Charter and the Plan.

The National Conference to Enhance the National Integrity System was held under the Royal patronage at the King Hussein Ibn Talal Convention Centre on November 30, 2013, where a specific mechanism was adopted. Participants were divided into 14 working groups and each elected its head to moderate the discussions and present the suggested amendments made by the group to the Royal Committee. The working programme was divided into two sessions, during the first of which the suggestions and notes on the Charter were discussed. In the second, participants discussed comments made on the Executive Plan. The suggested changes were presented by the heads of groups during a meeting with the Royal Committee, during which participants endorsed the amendments that received the approval of the majority and were included in the Charter and the Plan. The outcome was announced to participants in the conference's closing session. After the amendments approved by the majority were taken into account, the final version of the National Integrity Charter and the Executive Plan to Enhance the National Integrity System was drafted, with the approved amendments incorporated in the document.