



The Hashemite Kingdom of Jordan

Second Action Plan Presented to the OGP

Progress Report up to 30/6/2016

August 2016

First: Develop and Prepare the second action plan presented to the OGP

Jordan is renowned for its persistence on implementing successful reforms. The notion of managing successful reforms in Jordan opens up a path for transparency, accountability, security, stability, and economic independence. Therefore, the main thread that connects Jordan's Open Government Partnership (OGP) commitments with its principles (Transparency, Civic Participation, Public Accountability, as well as Technology and Innovation for Openness and Accountability) is the country's persistence on both social and economic development.

Jordan's Second Action Plan consists of (14) commitments. The implementation of which fall under the responsibility of the Ministry of Public Sector Development, which is involved in providing technical and advisory support to government institutions with regards to various principles of public administration development, including: restructuring, developing human resources, developing government services, supporting public services and decision-making, as well as innovation, and excellence. The Action Plan was derived from the "Executive Plan to Enhance the National Integrity System", which was launched under a royal patronage at the end of 2013, and which has been adopted in accordance with a wide-scope of consultations as shown below:

1. Consultation on the components of the Second Action Plan presented to the OGP:

- In light of the OGP experience accumulated in delivering the first OGP Action Plan, it was suggested that the Second Action Plan to be derived from the "Executive Plan to Enhance the National Integrity System" due to:

- Its importance and relevance to the OGP principles.

- Because it has received a huge public support – since it was prepared based on a participatory approach and has covered a wide range of Jordanian society segments (as clarified in item No. 2).

Furthermore, in order for the Jordanian government to fulfill all of the plan's requirements, the Council of Ministers approved and adopted Jordan's Second OGP Action Plan on 28/09/2014.

- According to a request from the OGP, a detailed copy of the plan's implementation process and timeframes was prepared, sent out via e-mail, and published on the OGP's official website on 23/12/2014.

2. Consultation on the Executive Plan to Enhance the National Integrity System (from which the OGP plan was derived):

In light of Jordan's quest to achieve a comprehensive reform and combat all forms of corruption, his Majesty King Abdullah II, in accordance with a royal letter dated 08/12/2015, formed a royal committee composed of highly experienced Jordanians with high levels of integrity and impartialness. The purpose of this committee was to work side by side with all sectors, civil service institutions, and citizens in order to set out a Charter and an Executive Plan for National Integrity to guarantee its implementation. Both of the Charter and Executive Plan constitute a new and integrated reform approach to strengthen the confidence and trust in government institutions, and to ensure that all members are accountable and partners in responsibility.

The committee is comprised of 11 Jordanians (representing the three authorities in Jordan: legislative, executive, and judicial), the media, the private sector, political parties, as well as human rights and civil service organizations.

3. Stages of consultation in preparing the national integrity system (the Charter and the Executive Plan):

First stage: Preparing headlines, contents, and major principles:

The committee held a total of 24 conventions, during which its members met up with a number of heads of commissions and oversight agencies – Audit Bureau, Ombudsman Bureau, Anti-Corruption Commission, Central Bank, Jordan Securities Commission, Companies Control Department, and Insurance Commission – with the aim of becoming acquainted with the agencies respective situations, as well as diagnose the problems and challenges facing them. In light of the comments and discussions that took place during the conventions, the committee prepared primary principles to be tackled by the Charter.

Second stage: Preparing an initial draft of the Charter:

The major principles that were reviewed by the committee, during their deliberative meetings, included various segments of Jordanian society. These principles were reviewed, discussed and modified with new ideas and suggestions in order for them to be progressed as an initial draft of the charter and the plan as follows:

- (12) deliberative meetings in governorates were attended by the elite leaders of thought in various districts. These leaders are shaped of former ministers, senators, deputies, members of consultative council in each governorate, tribal and refugee camps leaders, mayors, senior retired military officers, along with representatives from the chambers of industry and trade, professional associations, trade unions, political parties, and the women and youth sectors in governorates.
- A deliberative meeting with public universities was attended by the presidents of boards of trustees, presidents, deans of concerned faculties, and presidents of student unions.

- A deliberative meeting with executive leaders in the government's institutions, which is represented by ministers, secretaries, directors general and their assistants, as well as deputies.
- A deliberative meeting with political parties, unions, professional associations, and civil society institutions.
- A deliberative meeting with the Lower House members and Senators.

The committee has collected and compiled all suggestions and remarks discussed in the deliberative meetings, sorted them out, and embedded those related to the National Integrity System in the National Integrity Charter and Executive Plan. Afterwards, the committee yielded all these remarks into the Charter and Executive Plan initial draft.

Third stage: Developing the final draft of the Charter

The first draft of both the national integrity charter and the executive plan was posted on the Prime Ministry's website. A public invitation was extended for all Jordanians, who represent different segments of society and its institutions, to review the documents, share their opinions, and submit any suggestions or remarks via communication channels established for this purpose – such as setting an email account, fax number, and direct landline.

Subsequently, the committee has compiled the suggestions and remarks communicated by participants and citizens, in addition to its published media materials. These suggestions and remarks were sorted out to be discussed at the general national conference in order to incorporate those approved in the Charter as well as the Executive Plan.

The “National Conference to Enhance the National Integrity System” was held under the royal patronage on 30/11/2013, in which a specific mechanism was adopted. Participants were divided into 14 working groups, each of which elected its head to

moderate the discussions and present the suggested amendments, made by the group, to the Royal Committee.

The working program was divided into two sessions:

- The first session discussed suggestions and notes concerning the Charter.
- The second session included participants who have discussed the comments made on the Executive Plan.

The suggested changes were presented by group heads during a meeting with the Royal Committee, where participants have endorsed the amendments received by the majority. The outcome of the reforms was announced to participants in the conference's closing session.

After the amendments were approved by the majority, the final version of the National Integrity Charter, and the "Executive Plan to Enhance the National Integrity System" was drafted along with the approved amendments incorporated in the documents.

The final version was launched in an official ceremony under the royal patronage on 9/12/2013, during which all concerned institutions were directed to start the implementation process.

The charter and the Plan were distributed on all invitees and media platforms.

Paper and electronic copies were available for everyone.

4. Consultation during the implementation of the second action plan presented to the OGP:

During the implementation process, the government of Jordan has adopted the participatory and consultative approach with partners and various concerned entities, which include: government institutions, private sectors, civil society organizations, citizens, deputies, senators, and associations. This inclusive and participatory approach included:


- The Cabinet, representing all government sectors, has had a major role during the preparation and implementation process of the plan. Several decisions were issued by the Cabinet on achieving their goals, and on ensuring the implementation of the commitments presented. The cabinet has also adopted the documents, as well as the outputs related to the implementation process. Additionally, the Cabinet issued bylaws and instructions that fall under its authorities, especially under commitments 1, 4, 5, 9, 10, 11, 13, and 14.
- The Prime Minister has issued a number of circulars to tackle the issues that are related to the implementation process.
- The Parliament – Lower House representing the people – and the Senate – representing experts in the fields of government work – has had major roles in discussing and endorsing the legislation, which include the implementation of many commitments; precisely commitments 9 and 14.
- All laws and bylaws that were endorsed to implement the commitments included in the plan – Private Sector, citizens, and civil society organizations – were published on the Legislation and Opinion Bureau’s website. Citizens had the opportunity to share their comments and concerns online, which were taken into consideration and approved after being discussed by the concerned party. Many meetings were held with the Private Sector to diagnose challenges facing the sector in receiving services from government service providers, and in finding solutions. Furthermore, a number of civil society organizations were communicated and briefed on the status of achievements, especially under commitments 2 to 8.
- During the undeclared field visits, stated under commitment 6, citizens and customers are communicated directly to find out their comments, suggestions, and assessment of the quality of the provided government services.


- A number of consultative meetings were conducted with various parties with the aim of enhancing communications with the concerned entities. During these meetings, recommendations and comments were taken into consideration, and attendees were briefed on the following main achievements:



- A meeting with the Senate’s administrative committee
 - A meeting with the Lower House administrative committee
 - A meeting with political parties, associations, and civil society organizations
 - Meetings with various private sector institutions
- Press briefings to present the progress of commitments within the Plan’s framework.
- The Ministry of Public Sector Development’s website provides more than one portal and hotline to receive suggestions related to the commitments included in the Plan.



Second: Commitments (main objectives, progress, completion level):


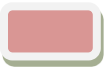
Out of the (14) commitments embedded in Jordan’s second action plan, (7) were completely implemented, (6) are substantial, and (1) is limited. The following table clarifies the level of completion of each commitment, its objectives, desired results, and its relevance to the OGP values:


No.	Name of commitment	Level of completion	Main objective	Relevance	Results
1.	Adopt a standardized organizational structure for internal control units that encompass financial and administrative controls, and identifies the party to which each unit reports (the	 Completed	To ensure reinforcing and empowering internal control units to effectively perform their financial and administrative functions. This is done by establishing an	The independence of internal control units and linking them to the top management, as well as separating control tasks from the implementation process will strengthen accountability and	Ensure that financial and administrative procedures and decisions are accurate to take proactive measures. This will decrease public fund misuse and best



No.	Name of commitment	Level of completion	Main objective	Relevance	Results
	minister, president of commission, or chairperson)		organizational structure that includes financial and administrative controls, and linking them to the top management.	the ability to access the necessary information.	utilize resources.
2.	<p>Identify and list government services and their providers and work on improving service delivery through the following:</p> <ul style="list-style-type: none"> • Provide continuing specialized training to service delivery professionals. • Enhance programs and e-linkage systems to support the one-stop-shop approach. • Review, develop and simplify the required steps for accessing services. • Improve the service delivery environment in terms of locations and facilities. 	 <p>completed according to plan's indicators (MOPSD is implementing this project on continuous bases)</p>	<p>Continuous development of government services to be more transparent, effective and efficient and thus customers (citizens) will be satisfied. This is done through simplifying, documenting, and publishing procedures, and providing customers with needed information.</p>	<ul style="list-style-type: none"> - List and sort services within manuals to make it easier for customers (citizens) to review the information they need - Employ modern technology in developing services via e-linkage and reengineering operations 	<p>Simplifying, documenting and publishing government services and providing customers (citizens) with the information they need.</p>


No.	Name of commitment	Level of completion	Main objective	Relevance	Results
3.	Develop service delivery standards and targets to limit the use of discretionary powers in providing services, meet customers' needs and expectations by listening to them, align with best practices, and taking into consideration financial and legislative limitations.	 <p>completed according to plan's indicators (MOPSD is implementing this project on continuous bases)</p>	Continuous development of government services level to be more transparent, effective and efficient, thus customers (citizens) will be satisfied. This is done through simplifying, documenting, and publishing procedures, as well as providing customers with needed information.	Published standards reinforce accountability of all concerned entities	Enhancement of customers (citizens) satisfaction
4.	Obligate institutions and departments that provide services to publish service delivery standards in manuals that include the procedures, responsibilities, timeframe, fees (if any), and needed documentation for each service. These manuals should be made available to citizens by publishing them online, in customer	 <p>completed according to plan's indicators (MOPSD is implementing this project on continuous bases)</p>	Continuous development of government services level to be more transparent, effective and efficient and thus customer will be satisfied. This is done through simplifying, documenting, and publishing procedures, and providing customers with needed information.	<ul style="list-style-type: none"> - Facilitate customers' access to the needed information - Published standards reinforce accountability of all concerned bodies 	<ul style="list-style-type: none"> -Enhancement of customer satisfaction - More transparency and equality in delivering government services



No.	Name of commitment	Level of completion	Main objective	Relevance	Results
	service centers, etc.				
5.	Intensify monitoring and accountability procedures to ensure full compliance with service delivery standards.	 substantial	Continuous development of government services to be more transparent, effective and efficient, thus customers will be satisfied. This is done through simplifying, documenting, and publishing procedures, as well as providing customers with needed information.	Intensifying control procedures enhance accountability, and guarantees better levels of government service delivery.	-Enhancement of customer satisfaction - More transparency and equality in delivering government services
6.	Conducting unannounced periodic assessment for the service delivery process, identifying areas and opportunities for potential improvements, and implementing them in cooperation with the concerned government institutions.	 Substantial	Continuous development of government services, guaranteeing transparency, and mandatory implementation, as well as upgrading the level of services delivered in governorates to reach the they are served in the capital.	Besides being a tool to directly communicate with customers, the undeclared periodic assessment of government services (mystery shopper) contributes to enhancing the level of government services and reinforcing accountability.	-Enhancement of customer satisfaction - More transparency and equality in delivering government services

No.	Name of commitment	Level of completion	Main objective	Relevance	Results
7.	Upgrading the government services provided in governorates and remote areas to reach the level at which they are served in the capital.	 Substantial	Continuous development of government services, guaranteeing transparency, and mandatory implementation, as well as upgrading the level of services delivered in governorates to reach the level at which they are served in the capital.	Implementing the procedures related to this commitments will enhance the level of services delivered in governorates and reinforce accountability	Enhancement of customer satisfaction in governorates
8.	Developing a monitoring entity for assess government services and measuring customer satisfaction.	 Limited	Continuous development of government services and guaranteeing transparency by providing a portal to communicate with customers	Development of an interactive observatory to enable customers, service providers, and oversight agencies from accessing information. This observatory benefits from advanced technology to communicate with customers (hear the voice of citizens) and receive their feedback, ideas, and initiatives	Enhancement of customer satisfaction in governorates and involving them in the evaluation process of government services.

No.	Name of commitment	Level of completion	Main objective	Relevance	Results
9.	<p>Public sector restructuring:</p> <ul style="list-style-type: none"> - Review the components of government (independent agencies, government service providers (ministries, departments, institutions) , etc.) - Amend relevant legislation. - Carry out restructuring processes in the public sector. - Develop the organizational structures of government agencies, and revise their administrative organization bylaws to prevent any conflict with the Civil Service Bylaw. 	 <p>Substantial</p>	<ul style="list-style-type: none"> -Downsize the government apparatus in a way that ensures implementing basic functions and eliminating duplication and overlapping. -Control the expansion of establishing new government institutions -Establish organizational structures for government institutions to enable them achieving goals effectively, and utilize available resources efficiently. 	<p>Downsizing government institutions contributes to unifying authorities, best utilizing available resources, and facilitating access to information. It also reinforces accountability</p>	<ul style="list-style-type: none"> -Unifying sectorial regulatory entities and controlling authorities in major government sectors like investment and energy -Terminate duplication and overlapping of roles and duties among government institutions -Best utilize logistic, human, and financial resources in government institutions

No.	Name of commitment	Level of completion	Main objective	Relevance	Results
10.	<p>Update the Civil Service Bylaw:</p> <ul style="list-style-type: none"> • Revise the Civil Service Bylaw to reflect the latest developments and changes in civil Service. • Embed in the Civil Service Bylaw provisions concerning civil servants, in addition to Civil Service derived from the National Integrity System to limit the use of discretionary powers by civil servants and put emphasis on clear and declared procedures. • Build the capacity of the Civil Service Bureau. 	 Completed	Founding a comprehensive HR system for civil Service that is in line with updates and changes in public jobs, limiting decision makers' discretionary powers, and depending on declared procedures.	Embed an administrative management for human resources within a published legislation to ensure the accountability of the level of commitment, to establish justice, and to enhance transparency.	Development of legislation (bylaws, instructions, foundations, templates, job descriptions, ...) that govern human resources in the public sector (attraction, hiring, promotion, incentives, grievances, evaluation, ...) to ensure more integrity, justice, and transparency, and to limit discretionary powers.
11.	Activate the Code of Ethics and Professional Conduct in Civil Service by conducting a series of training programs and awareness sessions.	 Completed	Strengthening trust of citizens and customers in government service providers by deepening moral standards and basic rules on public job ethics, and consolidating the concept of serving	Increasing the level of accountability of service providers by the top management and oversight agencies from one side, and customers from another.	Strengthening trust of citizens and customers in government institutions in general

No.	Name of commitment	Level of completion	Main objective	Relevance	Results
			citizens among public sector employees.		
12.	<p>Build the institutional capacity of human resources units in the public sector, with special focus on the following aspects:</p> <ul style="list-style-type: none"> • Develop and adopt an operational manual containing all policies and procedures that govern the work of HR management units and guarantees transparency and fairness in the implementation of these procedures. • Train HR units' personnel in modern HR management and development techniques and practices. • Provide HR units' personnel with skills and knowledge related to the national integrity system. 	 Substantial	Best utilize available resources, keep up with changes in public jobs, and limit discretionary powers to ensure integrity and transparency	Raising the efficiency of implementing human resources operations to guarantee more accountability, justice, and transparency.	Raising the efficiency of government institutions in human resources management field.

No.	Name of commitment	Level of completion	Main objective	Relevance	Results
13.	<p>Applying the principles of good governance within the public, private sectors, and civil service organizations. Formulate and adopt good governance policies and programs, and include them in relevant legislation to bridge gaps in this area. Additionally, promote societal and institutional awareness using all means of communication with society and institutions to ensure adoption of good governance policies.</p>	 Substantial	<p>Adopting policies and programs to apply governance principles, combat corruption, and reinforce transparency, justice, equality and the rule of law.</p>	<p>Applying the governance principles at any government department is in line with all of the OGP values. These principles ensure more accountability, transparency, effectiveness, and participation in decision making. They also guarantee eliciting and accessing information.</p>	<p>Developing government sectors' governance, and guaranteeing that HR management and decision making are effective and efficient</p>
14.	<p>Restructuring the media sector to upgrade its performance.</p>	 Completed	<p>Unifying the terms of reference in the media sector, raising the efficiency of its institutions, and ensuring the best utilization of available resources.</p>	<p>Regulating the media sector through one commission will facilitate access to the needed information and reinforce accountability.</p>	<p>Founding one authority (Media Commission) that regulates the sector and ensures justice, transparency, and integrity while dealing with operators.</p>

Third: Achievements of each commitment:

Name of Commitment (1):

Adopt a standardized organizational structure for internal control units that encompass financial and administrative controls, and identifies the party to which each unit reports (the minister, president of commission, or chairperson).

Completion Level: (Completed)

- An organizational structure that encompasses financial and administrative roles was developed for the internal control units. The structure identifies the minister or president of council (administration, deputies, etc.) as the party to which each unit reports. This wording was sent to the Ministry of Finance to be embedded in the instructions issued in accordance with the Internal Control Bylaw that was amended recently.

- A report about the principles of selecting and hiring the manager and the employees of the internal control units was prepared by a joint committee, which was formed with the membership of the Ministry of Public Sector Development, the Ministry of finance, and the Audit Bureau. The report was submitted to the prime minister and circulated to different government service providers to be adopted.

- Issue amended financial control bylaw to become internal control by-law no. (3) year 2011 stipulating financial, administrative and technical control and reinforces the role of these units to perform their duties. clause (5) of paragraph (c) of article (6) of the bylaw stipulates that the central committee of internal control standards should study the organizational and employment structure of internal control units.

- MOPSD monitor these units' commitment to the organizational structure and their affiliations by continuous control over organizational structures and administrative organization bylaws at ministries, institutions and government departments.

- the guidebook of restructuring government departments, prepared by the MOPSD and circulated by the prime minister on 14/4/2015, included instructions regarding the organizational structure and affiliations of internal control units.

Name of commitment (2):

Identify and list government services and their providers and work on improving service delivery through the following:

- Provide continuing specialized training to service delivery professionals.
- Enhance programs and e-linkage systems to support the one-stop-shop approach.
- Review, develop and simplify the required steps for accessing services.
- Improve the service delivery environment in terms of locations and facilities.

Completion level: completed according to plan's indicators (MOPSD is implementing this project on continuous bases)

- (12) training programs were conducted in the area of reengineering operations to measure customer's satisfaction. These programs aim to build the capacity of government service providers (ministries, departments, institutions) within the area, and thus enhance the level of service delivery.

- Service guides (manuals), for (65) government service providers (ministries, departments, institutions) including more than (2078) services, were prepared comprising the needed basic information for each service. This process included developing procedures and standards of delivering some services, when needed. These departments are being coordinated with to make sure that manuals are distributed via every available medium including the electronic publication. (49) service manuals have been published electronically until now.

- A proposal on the e-linkage requirements was prepared for the Ministry of Justice, Supreme Judge Department, Ministry of Labor, The National Aid Fund, Ministry of Health, Department of Land and Survey, Ministry of Education, Ministry of Higher

Education and Scientific Research, the Ministry of Tourism and Antiquities, Zakat Fund and Land Transport Regulatory Commission in order to ease information exchange between service providers and the bodies that depend on them for delivering services. This act will enhance the speed and level of service delivery.

- Technical report on services development and on reengineering and simplifying procedures, were prepared for the following:

- Ministry of Transportation: 3 services (outward and incoming transactions, acquisition reimbursement) a number of services were moved to Jordan Civil Aviation Regulatory Commission.
- Land Transport Regulatory Commission: Vehicles retrofit service/ replacing an old public vehicle with a new one.
- Ministry of Environment: supervision on treating dangerous waste generated from developmental projects and transporting the waste to the dangerous waste treatment center.
- Ministry of Justice: (2) services (registering civil enforcement implementations, and seizing moveable and non-moveable property)
- Ministry of Tourism and Antiquities: 5 licenses' renewal services for (Hotel facilities, tourist restaurants, tourist guides, Antique shops, and tourist Offices).
- The National Aid Fund: selected services
- Ministry of Health: Selected services
- Borders and Residence Department: case study of services delivery at the front desk, reengineering and simplifying procedures, and relocation of services delivery. The study included 5 major services and 14 secondary services.
- Jordan Customs: application of complaint system management and open a portal for excellence and innovation at the department.
- Zakat Fund: 12 selected services

- Department of Land and Survey: studying the development of services delivery
- Ministry of Trade, Industry and Supply: issuance of import card service, clearance approvals, sales, and awards.
- Ministry of Social Development: licensing and renovating kindergartens.
- Ministry of Education: registration of first grade students

Name of commitment (3):

Develop service delivery standards and targets to limit the use of discretionary powers in providing services, meeting customers' needs and expectations by listening to them, aligning with best practices, and taking into consideration financial and legislative limitations.

- **Completion level: completed according to plan's indicators (MOPSD is implementing this project on continuous bases)**
- - annual survey reports for the years 2014 and 2015 were prepared on the degree of the commitment of government service providers (ministries, departments, institutions) in fulfilling the requirements of service development bylaw No. (64) year 2012 and submitted to the prime minister. The first report was circulated on 3/11/2014 and the second one on 3/12/2015 to government departments aiming to tackle the remarks included and prevent them in the future.
 - Assessment reports on services delivery at government service providers were prepared and submitted to the prime minister and then published and circulated to the concerned departments, aiming to develop the level of service delivery and tackle remarks included in the reports, that follow more than (111) undeclared field visits conducted at the concerned service providers since the onset of 2014.
- Service manuals were prepared for (65) service providers – comprising the needed basic information for each service. This process included developing procedures and

standards of delivering some services when needed. The ministry coordinates with these service providers to publish the manuals through available media platforms, including websites.

- (49) of these manuals were published. However, the ministry coordinates with the rest of the departments to publish their own manuals.

Name of commitment (4):

Obligate institutions and departments that provide services to publish service delivery standards in manuals that include the procedures, responsibilities, timeframe, fees (if any), and needed documentation for each service. These manuals should be made available to citizens by publishing them online, in customer service centers, etc.

Completion level: completed according to plan's indicators (MOPSD is implementing this project on continuous bases)

- (49) out of 65 government service providers (ministries, departments, institutions) published their services guides online, which were prepared by the Ministry of Public Sector Development from the beginning of 2014 till present. As for the rest of the guides, they are still being prepared on paper to be published online by the concerned departments.

Name of commitment (5):

Intensify monitoring and accountability procedures to ensure full compliance with service delivery standards.

Completion level: (substantial)

- Survey reports on the degree of commitment of government service providers in fulfilling the requirements of service development bylaw no. (64) year 2012. The first report was submitted to the prime minister on 3/11/2016 and the second one on

3/12/2016 and circulated to government service providers, aiming to tackle the remarks included and prevent them in the future.

- Issue quarterly periodic reports to be submitted to the prime minister on the complaints against government services that are filed via the government complaints central system from governorates. The 2014 and 2015 fourth quarter reports were issued.

- Submit two reports to the prime minister on the pending complaints filed via the government complaints central system for the years 2014 and 2015. the prime minister instructed government departments to tackle these complaints. Reports were published via daily newspapers including complaints on each department on governorates level.

- Assessment reports on services delivery were prepared and submitted to the prime minister and then published and circulated to the concerned departments, aiming to develop the level of service delivery and tackle the remarks included in the reports. (111) undeclared field visits were conducted to the concerned service providers until present.

- - Prepare and approve the general framework of the service delivery charter that includes service provider's rights and duties. It was submitted to the prime minister and circulated on 2/6/2015 on government entities and introduced at specialized workshops. Undeclared field visits are always conducted to make sure that the charter is published and applied.

Name of commitment (6):

Conducting unannounced periodic assessment for the service delivery process, identifying areas and opportunities for potential improvements, and implementing them in cooperation with the concerned government institutions.

Completion level: (Substantial)

- Assessment reports on services delivery at government service providers were prepared and submitted to the prime minister, which then were published and circulated to the concerned departments, aiming to develop the level of service delivery and tackle the remarks included in the reports. (111) undeclared field visits were conducted at the concerned service providers until present.

Name of commitment (7):

Upgrading the government services provided in governorates and remote areas to reach the level at which they are served in the capital.

Completion level: (Substantial)

All commitments implemented within the framework of developing government services and simplifying procedures, target governorates and the capital in the same degree:

- Survey reports for the years 2014 and 2015 on the degree of commitment of government service providers in fulfilling the requirements of service development bylaw no. (64) year 2012. The reports were submitted to the prime minister and circulated (3/11/2014 and 3/12/2015) to the government service providers aiming to tackle the remarks included and prevent them in the future.
- Issue quarterly periodic reports and submit them to the prime minister on the complaints against government services filed via the government complaints central system from **governorates**. The 2014 and 2015 fourth quarter reports were issued.
- Submit two reports to the prime minister on the pending complaints filed via the government complaints central system for the years 2014 and 2015. the prime minister instructed government departments to tackle these complaints. Reports were published via daily newspapers including complaints on each department on governorates level.

Name of commitment (8):

Developing a monitoring entity for assess government services and measuring customer satisfaction.

Completion level: (Limited)

- A draft was designed for the technical specifications and implementation requirements of the observatory. The project will be implemented by the EU as part of the “Support to Public Finance and Public Administration Reforms” program. The EU called for tender to recruit companies to implement the project; (12) companies applied and (5) of them were shortlisted to present their technical offers on 29/3/2016 the offers were evaluated and the winning company was selected during May/2016. The consortium will start working during September/2016.

Name of commitment (9):

Public sector restructuring:

- Review the components of government (independent agencies, government service providers (ministries, departments, institutions) , etc.)
- Amend relevant legislation.
- Carry out restructuring processes in the public sector.
- Develop the organizational structures of government agencies, and revise their administrative organization bylaws to prevent any conflict with the Civil Service Bylaw.

Completion level: (Substantial)

- The restructuring of government service providers (ministries, departments, institutions) law No. 17 year 2014 was approved and published in the official newspaper dated 30/4/2014. The cabinet issued decisions regarding the implementation requirements and the concerned ministers followed-up on the implementation in

accordance to their specialty. This law aims to downsize the government institutions and focus on basic roles and functions that should be carried out by the government in each sector without an overlap or duplication in tasks and authorities. This shall enhance government performance and control government spending. The law comprised the following:

- Cutting down a number of institutions and departments: (Executive Privatization Commission, the Jordanian Commission for Developing the Investment Environment and Economic Activities, Agricultural Risk Management Fund, Natural Resources authority, and Insurance Commission). The rights and properties of these departments were devolved to the concerned ministries.

- Merging a number of institutions and departments into one entity:

- Merging the Electricity Sector Regulatory Commission, Nuclear and Radiation Regulatory Commission, and the organizational tasks of the National Resources Authority into the Energy and Minerals Regulatory Commission.
- Merging the Development and Free Zones Commission, Jordan Investment Board, and the Jordan Enterprise Development Corporation's tasks related to exports promotion and exhibitions into one commission: Jordan Investment Commission.
- Merging the Audio-visual Commission and the Department of Press and Publications into Media Commission.
- Changing the affiliation of the Development and Employment Fund, the High Health Council, and the Jordan Cooperative Corporation from the prime minister to the concerned minister.
- Changing the typology of Jordan Maritime Authority to become Jordan Maritime Commission.

- The feasibility and possibility of restructuring the institutions and companies included in the government units' budget law have been studied and submitted to the prime

minister in 2/9/2014. The study included an analysis to the reality of these institutions as well as recommendations to restructure a number of law chapters. In light of these recommendations, the cabinet, during its session held in 28/9/2014, decided not to embed the split-up of knowledge tax/Ministry of Education and the split-up of Kidney Failure Fund within the Government Units Budgets Law as of the fiscal year 2015, and to change them to become accounts in the budgets of the concerned ministries.

- a number of recommendations to merge and dissolve departments and institutions were submitted on 10/3/2015. The Cabinet in its session held on 15/4/2015 approved restructuring of the Higher Medical Council and National Fund for Sport and Youth Movement. The subject is being coordinated with the Legislation and Opinion Bureau to prepare an amended law for the Higher Medical Council law and to enforce it as well as to prepare legislations required to restructure the Fund.

- Merge Jordan Development Zones and Free Zones Company owned by the government into one entity during an unusual meeting held on 29/3/2016 with the attendance of CEOs of both entities. Moreover, Merging the Ombudsman Bureau and the Anti-Corruption Commission into one entity called “Integrity and Anti-Corruption Commission” under the Integrity and Anti-Corruption Law No. 13 year 2016.

- The organizational structures and the administrative bylaws of (80) government service providers (ministries, departments, institutions) were reviewed and adopted in order to rationalize each institution, to best utilize human resources, and enable them from performing their functions effectively.

Name of commitment (10):

Update the Civil Service Bylaw:

- Revise the Civil Service Bylaw to reflect the latest developments and changes in civil service.
- Embed in the Civil Service Bylaw provisions concerning civil servants, in addition to Civil Service derived from the National Integrity System to limit the use of discretionary powers by civil servants, and put emphasis on clear and declared procedures.
- Build the capacity of the Civil Service Bureau.

Completion level: (Completed)

- The Civil Service Bylaw was amended and developed to reflect the modern administrative practices in the field of managing human resources, limit the use of discretionary powers, and enable the government to attract talents as per the principles of eligibility, capabilities and equal opportunities.

- Many instructions and templates derived from the civil service bylaw were revised, developed and endorsed. This will enhance the effectiveness of attracting, selecting, and hiring talents as per eligibility, qualifications, and capabilities.

- Institutional capacity was built in the HR units in (Ministry of Health, General Supplies Department, Ministry of Housing and Public Work, Ministry of Justice, Ministry of Parliamentary and Political Affairs, Ministry of Social Development, Ministry of Interior, Ministry of Communication and Information Technology, Ministry of Labor, Ministry of Culture, Ministry of Islamic Awqaf Trust Affairs, Ministry of Higher Education and Scientific Research, Ministry of Energy and Mineral Resources, Ministry of Water and Irrigation, Ministry of Municipal Affairs, Ministry of Foreign Affairs, Ministry of Finance, Ministry of Planning and International Cooperation, Ministry of Industry, Trade and Supply, Ministry of Public Sector

Development, Ministry of Transport, Ministry of Tourism and Antiquities, General Antiquities Department, Ministry of Environment, Jordan News Agency, Department of the National Library, National Weather Service, Civil Aviation Regulatory Commission). Field visits were paid for each department, through which knowledge was exchanged, technical support was provided, and workshops were conducted, aiming at raising awareness regarding organizational guide for HR units, HR units assessment guide.

Name of commitment (11):

Activate the Code of Ethics and Professional Conduct in Civil Service by conducting a series of training programs and awareness sessions .

Completion level: (Completed)

- The Cabinet, revised, developed and approved the code of ethics and professional conduct in the public sector in accordance with its endorsement No. (3413) dated 2/3/2014, ensuring its conformity to transparency and integrity in the public sector. The code was circulated to all government service providers (ministries, departments, institutions) and workshops were conducted to discuss its contents.

Name of commitment (12):

Build the institutional capacity of human resources units in the public sector, with special focus on the following aspects:

- Develop and adopt an operational manual containing all policies and procedures that govern the work of HR management units and guarantees transparency and fairness in the implementation of these procedures.
- Train HR units' personnel in modern HR management and development techniques and practices.
- Provide HR units' personnel with skills and knowledge related to the national integrity system.

Completion level: (Substantial)

- Issuing of HRM assessment and operational manuals, and circulating them to government service providers (ministries, departments, institutions). Assessment reports were prepared for human resources units in the Ministry of Public Sector Development, Ministry of Transport, Ministry of Tourism and Antiquities, Department of Antiquities, and Ministry of Environment.

- Institutional capacity was built in the HR units in (Ministry of Health, General Supplies Department, Ministry of Housing and Public Work, Ministry of Justice, Ministry of Parliamentary and Political Affairs, Ministry of Social Development, Ministry of Interior, Ministry of Communication and Information Technology, Ministry of Labor, Ministry of Culture, Ministry of Islamic Awqaf Trust Affairs, Ministry of Higher Education and Scientific Research, Ministry of Energy and Mineral Resources, Ministry of Water and Irrigation, Ministry of Municipal Affairs, Ministry of Foreign Affairs, Ministry of Finance, Ministry of Planning and International Cooperation, Ministry of Industry, Trade and Supply, Ministry of Public Sector Development, Ministry of Transport, Ministry of Tourism and Antiquities, General Antiquities Department, Ministry of Environment, Jordan News Agency, Department of the National Library, National Weather Service, Civil Aviation Regulatory Commission) . Field visits were paid for each department, through which knowledge was exchanged, technical support was provided, and workshops were conducted, aiming at raising awareness regarding organizational guide for HR units, HR units assessment guide.

Name of commitment (13):

Applying the principles of good governance within the public, private sectors, and civil service organizations. Formulate and adopt good governance policies and programs, and include them in relevant legislation to bridge gaps in this area. Additionally,

promote societal and institutional awareness using all means of communication with society and institutions to ensure adoption of good governance policies.

Completion level: (Substantial)

- The governance practices manual in the public sector was designed and circulated through conducting workshops. This manual aims to set mechanisms to consolidate and spread governance practices in the public sector and reinforce the concepts of integrity, transparency, and justice.

- A methodology and assessment tool (assessment standards matrix) were designed and adopted for governance practices assessment. As for the assessment of governance practices in water and labor sectors it is currently under progress.

- prepare assessment report on governance practices at the Vocational Training Corporation and submit it to the minister of labor on 3/12/2015 to benefit from its contents.

- prepare assessment report on governance practices in the water sector (Ministry of Water and Irrigation, Water Authority and Jordan Valley Authority) and submit it to the minister of Water and Irrigation on 8/9/2015 to benefit from its contents.

- prepare assessment report on governance practices at the Development and Employment Fund and submit it to the minister of labor and the Fund's Manager on 25/4/2016 to benefit from its contents.

- prepare assessment report on governance practices at the Social Security Investment Fund on 30/6/2016 to benefit from its contents.

Name of commitment (14):

Restructuring the media sector to upgrade its performance.

Completion level: (Completed)

- Regulatory commissions were unified in the sector through the merger of the Audio-visual Commission and the Department of Press and Publications into one entity, which is the Media Commission, in accordance to law No. (17) year 2014. In light of the issued law, organizational structures and HR reallocation plans were developed. As for the amended laws required, they were approved by the government.