

Independent Reporting Mechanism

Results Report:
Jordan 2021–2025

Open
Government
Partnership



Independent
Reporting
Mechanism

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Executive Summary

Under Jordan’s fifth national action plan, government and civil society organizations collaborated to strengthen public participation in government decision-making and integrity assessments for public institutions. Civil society engagement in the design, review, and monitoring of commitments increased, though levels of CSO participation in implementing reforms varied. Looking ahead, the Jordanian OGP community can use the OGP process to continue strengthening civic space collaboratively.

Implementation

Jordan’s first four-year action plan ended in December 2025. All six commitments were either fully or substantially completed, which is a higher completion level than previous action plans.¹ However, the level of early results varied across commitments. Some of the uncompleted activities were essential to translate internal reform efforts to further opening government to Jordanians.

The action plan introduced new areas of gender, youth, and community engagement in public capital and investment projects. Commitments on civil society organization (CSO) governance, e-participation, and public integrity built on prior similar reforms. These ongoing reforms saw the greatest early results.

This report highlights early results in the areas of e-participation and public integrity assessment. Commitment 2 led to the launch of Tawasal, an online portal to operationalize the National E-Participation Policy.² Public institutions across government are now mandated to collect and respond to public input through Tawasal, and evidence of its use was becoming available at the time of assessment.

Commitment 5 led to the development and implementation of a National Integrity Index assessment in partnership with CSOs. The assessments informed institutional integrity action plans. While not yet published, the OGP Point of Contact for Jordan stated findings and recommendations would be published and presented to the King, the Prime Minister, and parliamentary leadership.³ Both reforms provided a framework for continued expansion of civic engagement efforts.

At a Glance

LEVEL OF COMPLETION

6/6

Complete or substantially complete commitments

EARLY RESULTS

2/6

Commitments with early results

2/6

Commitments with significant results

KEY OBSERVATIONS

- OGP offers a space for further government and civil society collaboration to strengthen civic space.
- Civil society participation in the design, refresh, and monitoring of the action plan notably improved, but opportunity remains to strengthen their role as implementing partners.
- Jordan’s well-established OGP process provides a foundation for increasing political leadership and coordination at the regional, national, and local level.
- The four-year implementation timeframe enabled higher levels of completion and stronger early results than previous cycles.

Met the minimum requirements during implementation: Yes



Progress was made on the remaining commitments, with results expected if continued in the longer term. Under Commitment 1, government institutions collaborated with CSOs to strengthen the latter’s internal governance and reduce the risks of money laundering and terrorist financing (ML/TF). Implementation contributed to Jordan’s removal from the Financial Action Task Force’s (FATF) ‘Grey List’ and improved Jordan’s standing under Recommendation 8 on Non-Profit Organizations (NPOs).⁴ Efforts are expected to continue in the next action plan.

Highlighted as promising in the Action Plan Review, Commitment 3 achieved moderate early results with regard to gender mainstreaming in the public sector. Also noted as promising, Commitment 6 laid solid foundations towards a framework for citizen engagement in public capital investment projects. However, a lack of resources contributed to an inability to pilot the participation methodology during the implementation period.⁵ Commitment 4 on youth participation made progress despite interruption from the abrupt closure of the United States Agency for International Development (USAID).

Participation and Co-Creation

The Multi-Stakeholder Forum (MSF) comprising representatives of government, independent public institutions, and civil society oversees Jordan’s OGP action plans. The Ministry of Planning and International Cooperation (MOPIC) coordinates action plan design, implementation, and assessment through its Open Government Unit (OGU) and Secretary-General, who also chairs the MSF.⁶

Action plan design was more inclusive and transparent than previous cycles. The OGU posted public calls to participate in the design and monitoring of commitments and milestones and provided a reasoned response on how input influenced the plan. Commitment working groups consisting of government and civil society representatives developed executive plans for commitments.⁷ This contributed to ownership of commitments among government stakeholders as well as follow up and reporting on progress.

The level of participation during implementation varied across commitments, with engagement led either by implementing institutions, coordinated through OGU or both. To streamline accountability across commitments, the OGU organized annual ‘Accountability Workshops’ where government focal points and CSOs met to review progress.⁸ At the midpoint, the OGU collected public input on amendments to the action plan, which were considered by government and civil society stakeholders in a workshop. Resultantly, milestones were added to several commitments that expanded civil society engagement in reforms.⁹

Implementation in Context

Global and regional events had some limited impact on implementation. For instance, closure of USAID halted progress on youth e-participation under Commitment 4 due to a lack of funds. Commitments 1 and 5 aligned with international trends on adopting risk management and prevention. In 2021, Jordan was placed on the FATF’s ‘grey list’ of increased monitoring to implement ML/TF recommended measures in the non-profit sector.¹⁰ A 2022 national assessment specified charitable aid NPOs as well as NPOs that receive foreign funding as at-risk, highlighting governance gaps.¹¹ By October 2023, Jordan addressed the FATF recommendations, including through Commitment 1, and exited the list.¹² Starting in 2024, Jordan passed the OGP civic space values check¹³ indicators after four consecutive years of falling short.¹⁴ Work on CSO’s enabling environment will continue in the next action plan,¹⁵ while another FATF assessment is planned to take place in 2027.¹⁶

¹ “OGP Data Dashboard,” Open Government Partnership, accessed 9 January 2026, <https://www.opengovpartnership.org/data-dashboard>.

² See the Tawasal portal at: <https://www.tawasal.gov.jo>; “Jordanian policy for electronic participation,” Ministry of Digital Economy and Entrepreneurship, 3 August 2021, https://www.moddee.gov.jo/ebv4.0/root_storage/en/eb_list_page/e-participation-policy-en-1.pdf.

³ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), correspondence with IRM researcher, 3 May 2026.

⁴ “Jordan's progress in addressing the technical compliance deficiencies identified in its Mutual Evaluation report,” Financial Action Task Force, May 2025, <https://www.fatf-gafi.org/en/publications/Mutualevaluations/FUR-Jordan-2025.html>.

⁵ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), correspondence with IRM researcher, 12 January 2026.

⁶ “Jordan Open Government Partnership,” Ministry of Planning and International Cooperation, accessed 5 February 2026, <https://ogp.gov.jo/Default/Ar>.

⁷ “IRM Action Plan Review: Jordan 2021–2025,” Open Government Partnership, <https://www.opengovpartnership.org/documents/jordan-action-plan-review-2021-2025>.

⁸ وزارة التخطيط والتعاون الدولي تعقد ورشة عمل لأصحاب المصلحة ومؤسسات المجتمع المدني لتقييم تنفيذ الخطة الخامسة لمبادرة الحكومات الشفافة [Ministry of Planning and International Cooperation holds a workshop for stakeholders and civil society organizations to evaluate implementation of Open government Partnership's Fifth Plan], Open Government Unit, 27 January 2025, <https://ogp.gov.jo>.

⁹ “IRM Midterm Review: Jordan 2021–2025,” Open Government Partnership, February 2025, <https://www.opengovpartnership.org/documents/jordan-midterm-review-2021-2025>.

¹⁰ “5th Enhanced Follow-Up Report for the Hashemite Kingdom of Jordan Technical Compliance Re- Rating Request,” Financial Action Task Force, May 2025, <https://www.fatf-gafi.org/content/dam/fatf-gafi/fsrb-fur/Jordan-MENAFATF-FUR-2025.pdf.coredownload.inline.pdf>.

¹¹ “Terrorist Financing Risk Assessment Report for the NOP Sector in Jordan – Executive Summary,” International Center for Not-for-Profit Law, 2022, <https://www.icnl.org/wp-content/uploads/TF-RISK-ASSESSMENT-En-final.pdf>.

¹² “Jordan's removal from the FATF grey list,” Basel Institute on Governance, December 2023, <https://index.baselgovernance.org/api/assets/c4d1aa34-e1a0-4a3f-94c5-a689260b687c>.

¹³ “2024 OGP Eligibility Scores,” Open Government Partnership, updated 1 July 2025, <https://docs.google.com/spreadsheets/d/1uQkJivbjQiKziZ4n5qHK8gnQ7HFoTiEQV5cEvhelUg>.

¹⁴ “Eligibility Criteria & OGP Values Check Assessment,” Open Government Partnership, updated 14 July 2025, <https://www.opengovpartnership.org/process/joining-ogp/eligibility-criteria>.

¹⁵ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), correspondence with IRM researcher, 18 January 2026.

¹⁶ Emad Shneikat (Head of Anti-Money Laundering and Terrorism Financing Section at the Ministry of Social Development), interview by IRM researcher, 3 December 2025.

Section I. Key Observations

The key observations below offer reflections from Jordan’s fifth action plan cycle. These lessons aim to support Jordan’s future action plans and broader open government journey.

Observation 1: OGP offers a platform for further government and civil society collaboration to strengthen civic space.

Jordan has undertaken commitments on good governance of civic space across previous action plans. Importantly, participation of civil society in implementing these reforms increased during the fifth action plan. Both government and civil society actors agreed on a need to simplify the governance of civic space as well as CSOs’ capacity to manage their internal governance processes. Ongoing discussions included how to balance CSO autonomy and access to funding while complying with national requirements.

At the time of writing, a committee of government and civil society representatives was revising the Societies Law of 2008. Key amendments are expected to respond to civil society requests, such as streamlining CSO registration, oversight, and foreign funding approval process. Other expected amendments include requiring clear mandates for CSOs and introducing an annual classification into four categories based on eight good governance criteria.¹

Reformers could use the sixth action plan for ongoing collaboration to strengthen civic space. Jordan could also exchange experiences with Morocco, where reformers are implementing a commitment to address CSOs’ legal, funding, and capacity challenges that was designed in close collaboration with civil society.² Morocco’s commitment also aims to strengthen a platform similar to Jordan’s Takamul³ called Charaka.⁴

Observation 2: Civil society participation in the design, refresh, and monitoring of the action plan notably improved, but opportunity remains to strengthen their role as implementing partners.

The Open Government Unit (OGU) created designated moments for civil society to participate in the co-creation, refresh, and monitoring of the action plan. During co-creation, the OGU published calls for participation in drafting working groups and for public input on draft commitments. A civil society representative from Zarqa Governorate in the Central Region noted that CSOs were real partners and more engaged during implementation compared to previous cycles.⁵ CSOs were also consulted during the midpoint review. Resultantly, milestones added at the midpoint increased CSOs’ role in Commitments 1, 2, 4, and 5. The OGU also invited CSOs to biannual meetings with government focal points to review implementation progress. Looking ahead, the OGU could build CSO capacity in public participation and the OGP process, who then, in turn, can provide training and support to smaller and local CSOs.

Despite progress, opportunities remain to further strengthen civil society partnership in implementing reforms. Importantly, the OGU facilitated CSO engagement with implementing agencies for commitments related to civic space. For instance, CSOs delivered and participated in workshops under Commitments 1 and 2.⁶ In the sixth action plan, the OGU can widen the number and type of CSOs closely collaborating in implementing reforms in their areas of expertise. The OGU can create structured opportunities for CSO participation across commitments, for instance through thematic working groups that continue throughout implementation, whereas CSO co-implementers could be identified for all commitments.

Observation 3: Jordan’s well-established OGP process provides a foundation for increasing political leadership and coordination at the regional, national, and local level.

A member since OGP’s inception in 2011, Jordan has built a technically robust OGP process across five action plans. Jordan has developed a stable and resilient OGP cycle despite challenges presented by the regional context. Greater Jordanian political engagement in OGP could highlight this experience and provide inspiration for the region. Clear political ownership could also help to ensure OGP remains resilient and domestically driven. Moreover, strategic alignment of Jordan’s OGP reforms with political champions and windows of opportunity could aid in identifying and achieving more ambitious commitments.⁷

Jordan’s national OGP community can also continue to support open government efforts at the local level. Both Greater Karak⁸ and Greater Salt⁹ have been OGP Local members since 2020. However, both have yet to implement an open government commitment. The OGU invited local representatives to national OGP meetings and facilitated engagement with international partners.¹⁰ The OGU and MSF can further help revive these processes by sharing their experience, guidance, and templates. For instance, they could offer guidance and facilitation on tools developed at national level, such as Tawasal platform, for municipalities to replicate or adopt in their OGP Local process. Kenya offers one example of national-local OGP coordination, where local members are represented on the National OGP Steering Committee and local commitments are designed to help national-level open government reforms reach citizens locally.¹¹ In Morocco, national commitments that support local reforms have gradually built over time into a widespread local open government network.¹²

Observation 4: The four-year implementation timeframe enabled higher levels of completion and stronger early results than previous cycles.

Jordan was one of the first OGP members to adopt a four-year action plan. Jordan’s OGP Point of Contact noted that the longer implementation period provided more time for government procedures, funding processes, and building relationships with civil society.¹³ It is one of the contributing factors to this action plan achieving greater early results than the previous plan. A representative from a commitment implementing agency noted that the OGP action plan also facilitated long-term planning, since government departments usually have annual plans, with upcoming events for the next 3 to 4 years planned since 2021.¹⁴

Jordan used the midpoint refresh to add milestones to several commitments, adopting recommendations made in the IRM Action Plan Review. These amendments reinforced participatory implementation, particularly engaging civil society in reforms around civic space and public participation. Jordan chose not to make significant changes, such as adding new commitments, as co-creation of the sixth action plan was expected to start within a year.¹⁵ Jordan’s sixth plan will also be four years in length. Reformers are encouraged to use the four-year timespan to undertake ambitious reforms that promise to institutionalize open government across public institutions.

¹ 8. معايير أساسية لتصنيف الجمعيات [In order to strengthen governance: 8 criteria for societies classification], Al-Ghad, 28 October 2025, <https://alghad.com/Section-199/التعزيز-الحوكمة-8-معايير-أساسية-لتصنيف-الجمعيات-2052369>.

² “IRM Action Plan Review: Jordan 2024–2028,” Open Government Partnership, <https://www.opengovpartnership.org/documents/morocco-action-plan-review-2024-2028>.

³ اعتماد منصة تكامل [Takamul platform launched], Societies Registry, 2023, <https://www.societies.gov.jo/AR//NewsDetails/اعتماد-منصة-تكامل>.

⁴ See <http://www.charaka-association.ma>.

⁵ Mahmoud Subaihat (We Participate), interview by IRM researcher, 12 January 2026.

⁶ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), interview by IRM researcher, 27 November 2025.

⁷ The IRM defines ambitious commitments as those that seek to permanently institutionalize significant and positive open government change. Ambitious commitments are reforms that are expected to be sustained in time and introduce a notable depth of change from where a policy area currently stands in a country. Ambitious reforms are often, but not always, government-wide in that they transcend particular sectors or institutions and are enshrined in law.

⁸ See <https://www.opengovpartnership.org/members/greater-karak-jordan/commitments/JOGKM0001>.

⁹ See <https://www.opengovpartnership.org/members/greater-salt-jordan>.

¹⁰ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), correspondence with IRM researcher, 3 May 2026.

¹¹ See https://www.opengovpartnership.org/kenyas-open-government-journey/#toc_1.

¹² See <https://collectivites-territoriales.gov.ma/fr/remacto>;

<https://www.opengovpartnership.org/members/morocco/commitments/MO0065>.

¹³ Al-Kayed, interview.

¹⁴ Emad Shneikat (Head of Anti-Money Laundering and Terrorism Financing Section at the Ministry of Social Development), interview by IRM researcher, 3 December 2025.

¹⁵ “IRM Midterm Review: Jordan 2021–2025,” Open Government Partnership, February 2025, <https://www.opengovpartnership.org/documents/jordan-midterm-review-2021-2025>.

Section II. Early Results

This section analyzes commitments that achieved the strongest early results in the action plan. To assess early results, the IRM considers commitments' objective, the country context, the policy area, and the evidence of changes. The IRM early results assessment is determined by the depth of change that occurred and evidence that the change is expected to be sustained in time.

Table 1. Commitments with Early Results

Commitment 2: Reinforced public participation across government decision-making through the launch of the e-participation portal Tawasal.

Commitment 5: Strengthened public integrity assessment and planning through the introduction of a National Integrity Index in partnership with civil society organizations.

Commitment 2: Electronic Participation in Decision-Making

Implementers: Ministry of Digital Economy and Entrepreneurship (MODEE)

Context and Objectives

The National E-Participation Policy of 2021 aimed to utilize electronic tools for public participation in legislation and decision making. The policy's objectives are to better align public services and decisions with public needs, increase transparency, and improve quality and efficiency of access to information.¹ The policy applies to all legislation, strategies, plans, instructions, and regulatory tools issued by public entities at national, subnational, and local levels. It also mandated the Ministry of Digital Economy and Entrepreneurship (MODEE) to develop an interactive portal for e-participation, that integrates all current government platforms related to e-participation and covers all possible requirements for e-participation pillars. This commitment sought to fulfill this mandate by introducing a unified national portal.

Early Results: Significant

Commitment 2 produced significant results by introducing a transparent, integrated "Tawasal" portal² covering the full public e-participation cycle. All milestones were completed, which included development of the platform, training of public employees, outreach activities, and legislation to regulate e-participation. Portal development was funded by a Multi-Donor Trust Fund (MDTF) co-managed by the Ministry of Planning and International Cooperation (MOPIC) and the World Bank.³ At the time of assessment, there was initial evidence of its use by various government entities and the public.

Tawasal's design process was participatory and open to the public. In 2022, the Open Government Unit (OGU) posted open calls for public input⁴ and consultation workshops covering three regions.⁵ CSOs gave feedback on the e-participation code of conduct,⁶ after which a task force to design the portal was formed, comprising representatives of MODEE, Legislative and Opinion Bureau (LOB), Jordan Open Source Association (JOSA) and the International Center for Non-Profit Law (ICNL) in Jordan.⁷ MODEE launched a beta version of Tawasal in May 2024 and fully launched the portal in June 2025.⁸

Tawasal has centralized and systematized online citizen participation in government decision making. Previously, the government shared public information through the open government data platform, government websites, and social media. Citizens could also submit questions,

suggestions, or complaints through a portal and application called ‘Bekhedmetkom’ (At Your Service) developed under Jordan’s third action plan.⁹ The LOB publishes all draft legislation on its website for public comments prior to submission to parliament and the final version once approved. However, its website only covers draft laws and bylaws, not other public policy documents, and public comments are not visible.

Implementation has mitigated initial concerns that the portal would be another online e-participation space with low usage rates among many other portals. Prior to implementation, the IRM noted potential concerns of low uptake among citizens and a lack of clarity on how inputs will affect decision making, particularly due to the fragmented e-participation process. However, both Bekhedmetkom and LOB website are now linked to Tawasal, which allows complaints or inputs to be directly channeled to relevant government liaison. The LOB now posts draft legislation both on Tawasal and its website. By December 2025, LOB posted 91 out of the 144 consultations on Tawasal. Comments posted on the LOB website also show on Tawasal.¹⁰

In October 2024, the Cabinet of Ministers mandated all government institutions, including ministries, departments, commissions, municipalities, and government-owned companies to use Tawasal for consultations on strategies, policies, and legislation.¹¹ MODEE provided capacity building for government staff on Tawasal’s different requirements. During the beta phase, MODEE collaborated with the Organization for Economic Co-operation and Development (OECD) by preparing instructions for public employees and training around 230 employees.¹² The OGU also organized six training sessions and one Training of Trainer (TOT) session for public employees on e-participation guidelines produced by MODEE in accordance with OECD’s e-participation principles.¹³ The government mandate and training on the portals’ use indicates that this reform will be sustained after the implementation period.

Tawasal is expected to streamline CSOs engagement in policymaking.¹⁴ The full consultation cycle now takes place on one platform. The full timeline is posted for each consultation. Both CSOs and individuals can create an account. Comments are posted under each consultation and users can interact with comments through replies, likes, and shares. Users can attach documents with more detailed input. Comments undergo a pre-approval process by government entities based on the Executive Rules for Using the Unified Government Portal for Electronic Participation of 2024 and the General Principles and Guidelines for Electronic Participation.¹⁵ In practice, government staff remove comments that could violate the Jordan Personal Data Protection Law (No. 24/2023) or Jordan Cybercrime Law (No. 17/2023). They might also remove comments that are deemed irrelevant.¹⁶ While government entities are expected to review and published comments within three working days,¹⁷ it appears the review process can contribute to a delay in comments appearing on the website.¹⁸

Each public institution is required to publish a Public Feedback Analysis Report within a pre-determined timeframe. It provides details on the consultation such as the number of views and comments received and their source—whether a CSO, individual, or anonymous, response to the comment, reasons for a lack of response, and which government agency responded.¹⁹ Public institutions also have a platform, for the first time, to systematically seek public opinion through polls and surveys. So far, this feature has been used to seek public input on policies, strategies, services, and the 2025 national budget.²⁰

Tawasal supports more inclusive and meaningful participation. The portal addresses several accessibility needs through visual alternatives and a voice screen reader. In the design phase, civil society representatives’ opinions on anonymity were split. The solution was to give two options for commenters to either use real names or remain anonymous.²¹ The portal ultimately

allows users to interact and comment on public consultations without an account. One unexpected outcome of Tawasal is its use for inter-agency coordination as public entities can conduct consultations with the public as well as between institutions. In the past, this was done using emails and paperwork correspondence.²² That said, consultations are not exclusive to Tawasal as public entities still have the choice to conduct consultations using other means, including directly in person.²³

While IRM assessment of early results was conducted only six months after the portal's full launch, there was already initial indications of outreach and use. In October 2025, MODEE conducted a national outreach campaign with GIZ support over two months.²⁴ MODEE and OGU also organized workshops in different regions to encourage CSOs to promote and use Tawasal,²⁵ with more outreach plans for 2026. Implementation of the 2026–2028 Digital Transformation Strategy also has a few key performance indicators for increasing the number of users, scope of outreach, and citizen participation on Tawasal.²⁶

MODEE's Director of Strategies, Futures, and Policies noted that while it was early for a formal assessment, early indications pointed to the portal having facilitated greater public participation.²⁷ As an example, in consultations conducted in 2024 (pre-Tawasal), the level of engagement did not exceed 1 to 2%, whereas the Digital Transformation Strategy posted on Tawasal received more than 2,000 views and 600 remarks. According to the Director, comments provided beneficial information and were incorporated into the strategy.²⁸ At the time of writing, Partners Jordan was working with the General Budget Department through a CSO coalition on participatory budgeting, including through consultations on Tawasal, noting the platform's success in improving efficiency and transparency in public consultations.²⁹ The Executive Director of Transparency International Jordan (Rasheed) said the platform is a good step, but that more time is required to increase citizens' knowledge of the portal and to create a culture of using it.³⁰

By end of 2025, public institutions had posted 144 consultations on Tawasal. Consultations that received most interactions are the ones regulating economic activities, such as hotels association, travel and tourism services, and sale of cybersecurity products. Consultations on environmental and energy topics as well as data disclosure, cybersecurity, and the Regulatory Impact Assessment Bylaw also had comparatively high engagement levels. The consultation on OGP's sixth action plan development also received good engagement. Overall, consultations that saw the highest number of comments were rideshare service applications (154 comments), bylaws on regulating incentive-based committee membership in government entities (89), and digital transformation strategy (52).

While not specifically part of the commitment's aim, MODEE was also expanding Tawasal to systematize and automate access to information requests (ATI) at the time of review. Currently, ATI requests are automated on individual ministry websites. However, follow-up on requests is not fully automated, with some ministries using paper-based procedures.³¹ OECD contracted the same company that developed Tawasal to automate the ATI process on Tawasal.³² The new system will provide an integrated process to improve accountability and allow ATI in a timely and accessible manner. It will also enable citizens to track the status of their requests, automate, and ensure follow-up on all requests.³³ It is also expected to support evidence-based policymaking at the Information Council,³⁴ established by the 2007 ATI Law to oversee its implementation.

Looking Ahead

Future plans for the portal include ongoing improvements, troubleshooting, and public outreach. The ministry is receiving feedback from public employees as demand increases, including MODEE employees, and continuously launching improvements.³⁵ MODEE is preparing to

integrate social media and AI tools to analyze consultations and surveys. The Ministry is also planning to work on inclusion in light of the Jordanian Digital Inclusion Policy 2025,³⁶ which is a positive step towards empowering vulnerable groups. Jordan’s next OGP action plan will include a commitment on digital awareness and inclusion aimed at building partnerships with non-government stakeholders to increase awareness of Tawasal.³⁷ In order to ensure inclusion of all members of society in public e-participation, the IRM recommends the following:

- **Identify groups that might possibly be excluded** from e-participation, including people without technological access or skills, persons with disabilities, the elderly, and those unaware of Tawasal to come up with alternatives for greater inclusion.
- **Conduct an intersectional assessment** of any positive or negative impact of Tawasal on vulnerable groups, such as the impact on poor people, women, and persons with disabilities by incorporating their inputs on MODEE’s work on digital inclusion.
- Public entities could **collaborate with local CSOs, governorate councils, and municipalities** to facilitate access and input of the public on the portal.
- **Encourage public entities to utilize the ‘Surveys and Polls’** section alongside the ‘Public Consultation’ section, as the level of engagement was higher at the time of writing.
- **Introduce an outreach plan requirement** for all public consultations and build capacities within public entities to develop plans to ensure broader outreach and engagement.
- **Reconsider pre-approval criteria to apply to comments that potentially violate laws** but not comments that are deemed ‘irrelevant’. This can help increase engagement and ensure an objective pre-approval process. Part of the filtering process could be shifted to the analysis phase to facilitate timeliness.

Commitment 5: Enhance Integrity at the National Level

Implementers: Jordanian Integrity and Anti-Corruption Commission (JIACC)

Context and Objectives

Commitment 5 sought to increase the understanding of and compliance with integrity standards within public administration, private sector, and CSOs.³⁸ The commitment aligned with Jordan’s 2020–2025 National Integrity and Anti-Corruption Strategy which focused on prevention.³⁹ Milestones included conducting integrity assessments in the public sector and governance in private sectors and CSOs, building integrity awareness, compliance and assessment capacities, follow up on findings, and strengthening civil society and private sector engagement. The Jordanian Integrity and Anti-Corruption Commission (JIACC) implemented milestones in partnership with OECD⁴⁰ as well as Transparency International Jordan (Rasheed) and Al-Hayat Center for Civil Society Development (Rased), with funding from the European Union (EU) and Spanish Agency for International Development Cooperation (AECID).

Early Results: Significant

Under Commitment 5, JIACC and partners strengthened integrity awareness, awareness, and action across the public sector. The commission collaborated with CSOs to develop a National Integrity Index (NII) that was piloted and expanded over two rounds of assessment during the implementation period. The first round covered 99 institutions, which expanded to 199 in the second round. Following assessment, institutions are required to develop action plans to address the findings. Moving forward, the NII will be carried out every two years under Jordan’s 2026–2030 National Integrity and Anti-Corruption Strategy.⁴¹

Activities to support governance and integrity in civil society and private sectors were started but less advanced by the end of the implementation period. After a pilot, JAICC determined that an

integrity index for municipalities should be undertaken separately and was therefore designated to be pursued in the next action plan.⁴²

Public opinion polls conducted by the Center for Strategic Studies at the University of Jordan show that citizens' trust in JIACC increased from 40 percent in 2021⁴³ to 81 percent in 2025.⁴⁴ While there has been an increase in trust in public institutions in general since 2021, JIACC saw the largest jump in trust scores. Moreover, the end of this commitment coincided with Jordan's highest score in the Corruptions Perceptions Index (CPI) since 2015, scoring 50 out of 100 in 2025, placing Jordan at 56th rank out of 182 countries.⁴⁵ These findings indicate positive momentum for integrity and anti-corruption work in Jordan generally.

Under Milestone 1, JIACC developed the NII, a score-based assessment system. It measures institutional compliance with the five National Integrity Standards (NIS) approved by JIACC's board of rule of law, accountability, transparency, justice, equity and equality, and good governance.⁴⁶ Comprising a compliance matrix based on the NIS, the assessment completed by a team of expert assessors and perception surveys.⁴⁷ The process is automated to allow internal transparency and accountability, and can be adapted for the future.⁴⁸ JIACC intends to carry the reform forward to further promote public accountability and citizens' trust.

By the end of the implementation period, two rounds of NII were completed for the public sector with a pilot in 2022–2023 carried out collaboratively with Rased.⁴⁹ The process covered 99 public institutions, including ministries, independent public institutions, hospitals, universities, and municipalities.⁵⁰ Part of the score was based on a self-assessment survey for public employees to assess their knowledge and skills on internal integrity policies.⁵¹ The average overall compliance score was 39.86 percent.⁵² JIACC announced results of both NIIs in an award ceremony and to the media.⁵³ Afterwards, criteria for the second NII was posted on JIACC's website.

In 2024, JIACC used results of the pilot phase to develop the second round of NII that was more participatory. The commission held meetings with CSOs to gather feedback on the index,⁵⁴ and then amended the compliance matrix to reflect international integrity and anti-corruption indices and addressed OECD recommendations on the methodology, including the assessment matrix, formula, and sources, as well as following a complementary approach in selecting assessors.⁵⁵ Rasheed (TI) joined Rased in further developing criteria and carrying out the second round.⁵⁶ Internal assessors from JIACC staff, selected through a transparent process, as well as external assessors from civil society, conducted the assessments.⁵⁷ The Executive Manager of Rased noted that the second NII built on lessons learned during the first round,⁵⁸ whereas the Director of Rasheed stated that they were able to participate in the second round in an effective and methodical manner.⁵⁹ The General Director of Rased noted that the NII is the cornerstone to improve compliance with national integrity standards.⁶⁰

For the second round, the assessment process covered 119 public entities under four categories: (1) ministries, (2) government departments and institutions, (3) public universities, and (4) public and educational hospitals. JIACC also published a guide for public institutions on how to prepare for the NII assessment.⁶¹ The commission introduced public opinion polls as part of the score, with 40 percent of the score weighted on survey results (5 percent to public employees' self-assessment, 10 percent to public employees' assessment of their own institutions, and 25 percent to citizens as service recipients). JIACC and Rased collaborated to conduct public opinion polls using young volunteers in a nationwide initiative called the 'Integrity Caravan'.⁶² All institutions assessed were required to submit detailed action plans addressing NII assessment findings to JIACC. As of May 2026, the Commission planned to hold a workshop with public

institutions on how to incorporate findings in their annual plans.⁶³ JIACC also shared cross-cutting issues with the Public Administration Institute to inform training programs for government staff.⁶⁴

Beyond announcement of the winning institutions from both rounds, the NII results were not publicly available by the time of assessment. However, the OGP Point of Contact for Jordan stated that the results for each of the four categories are expected to be published in JIACC's 2025 Annual Report. The report will include the percentage of compliance with NIS, key areas for improvement, and recommendations. The report will be published online and presented to the King, Prime Minister, and Presidents of the House of Representatives and Senate.⁶⁵ Publication of comprehensive NII results would be an important step towards greater transparency and accountability as well as an opportunity to engage civil society beyond the co-implementers.

Efforts to strengthen governance in CSOs and the private sector, as part of Milestone 1, were started but had made less progress by the time of assessment. Reflecting milestones added at the midpoint, a multi-stakeholder committee that included civil society on designing a CSO governance matrix was formed, but a private sector committee was not yet established.⁶⁶ A draft of both CSO and private sector governance assessment matrices remained under review at the time of writing this report.⁶⁷ In 2025, Rased launched an online voluntary self-assessment tool for CSOs to measure integrity in their internal governance as part of a platform called 'Nazaha'.⁶⁸ JIACC was in discussion with Rased on the planned governance compliance matrix for CSOs.⁶⁹ By end of 2025, Rased handed over Nazaha to the Ministry of Social Development (MOSD), the entity in charge of licensing and following up with the majority of charitable societies in Jordan. In 2025, several hundred organizations had used the platform and around 27 organizations had taken and passed a voluntary integrity assessment on the platform.⁷⁰ However, at the time of writing in May 2026, the platform was not accessible.

Under Milestone 3, JIACC raised awareness and built the capacities of government and non-government actors on integrity standards, corruption reporting, and combating corruption. It launched a campaign called "Report and the Integrity Commission will protect you" to encourage reporting suspected corruption cases on 'Bekhedmetkom' and elsewhere.⁷¹ It also organized a hackathon where young people were invited to submit ideas for integrity-related e-games.⁷² Around 16 thousand ideas were submitted, with about 18 to 25 being adopted. Selected participants received awards and intensive training by JIACC in cooperation with MODEE and the King Abdullah II Fund for Development.⁷³

Furthermore, Milestone 3 included establishing an online training platform within JIACC's Innovation and Creativity Center, targeting public and private sectors, civil society, public oversight entities, and universities.⁷⁴ Since funding was not secured for the portal, JIACC relied on social media and other existing platforms. JIACC organized an online training using the Ministry of Education's teachers' training platform, reaching 15 thousand teachers on compliance with integrity standards,⁷⁵ as well as its Facebook page to launch the public campaigns.⁷⁶

Looking Ahead

NII efforts will continue under the 2026–2030 National Integrity and Anti-Corruption Strategy. Launched in December 2025, the strategy designates roles for each government entity to implement components in their sector.⁷⁷ JIACC's role will shift from implementing the strategy to coordinating and overseeing implementation.⁷⁸ The strategy calls for the NII assessment to take place every two years and highlights public participation in corruption reporting and prevention.⁷⁹

After a pilot assessing 13 municipalities under the NII, JIACC decided to launch a dedicated project focused on municipal governance and integrity. This project is expected to be included in

the sixth action plan.⁸⁰ Alongside the Ministry of Local Administration and CSOs, JIACC aims to develop assessment criteria and review 104 municipalities based on their functions.⁸¹ Given Jordan’s ongoing integrity work, the IRM recommends the following:

- **Publish NII assessment results or summaries of cross cutting issues in a timely manner.** Alternatively, JIACC could encourage institutions to publish their individual results or include publication of these results as part of the assessment criteria under transparency. Timely publication will facilitate meaningful participation of civil society in public integrity.
- **Develop a unified and proportionate approach to assessing CSOs’ integrity** that balances between government oversight and CSO autonomy. This could include assessing and mitigating potential negative impact on CSOs’ autonomy and operating space.
- **Organize capacity building programs on a human rights-based approach** for government oversight institutions in order to align with international standards as well as ensure compliance with the do-no-harm principle.⁸²

¹ “Jordanian policy for electronic participation,” Ministry of Digital Economy and Entrepreneurship, 3 August 2021, https://www.moddee.gov.jo/ebv4.0/root_storage/en/eb_list_page/e-participation-policy-en-1.pdf.

² See the Tawasal portal at <https://www.tawasal.gov.jo>.

³ “Call Reference (C1.2-CS-86): Design, Supply and Installation of the Unified Public Consultation Portal Information Systems,” Ministry of Planning and International Cooperation, March 2023, https://www.mop.gov.jo/EN/Tenders_Details/Call_reference_C12CS86_Design_Supply_and_Installation_of_the_Unified_Public_Consultation_Portal_Information_Systems?View=1240.

⁴ دعوة مؤسسات المجتمع المدني وأصحاب المصلحة لتقديم المقترحات والتوصيات بخصوص بوابة المشاركة الإلكترونية عبر استبيان أونلاين [invitation for CSOs and stakeholders to submit suggestions and recommendations on e-participation portal through an online questionnaire], Open Government Unit, 2022, <https://ogp.gov.jo/ar/Pages/activityDetails/4198>.

⁵ دعوة مؤسسات المجتمع المدني وأصحاب المصلحة والمهتمين لحضور ورشة عمل بخصوص بوابة المشاركة الإلكترونية [Invitation to CSOs and stakeholders for a workshop on the e-participation portal], Open Government Unit, 26 October 2022, <https://ogp.gov.jo/ar/Pages/activityDetails/6206>; دعوة القطاع الأكاديمي وأصحاب المصلحة والمهتمين لحضور جلسة تشاورية في إقليم الجنوب [Invitation for academia sector, stakeholders, and interested parties to attend a consultation workshop in the southern region on the e-participation portal], Open Government Unit, December 2022, <https://ogp.gov.jo/ar/Pages/activityDetails/5203>.

⁶ تقرير ورشة عمل المبادئ والضوابط العامة للمشاركة الإلكترونية [Report on general principles and rules for e-participation], Ministry of Digital Economy and Entrepreneurship, 17 October 2023, https://ogp.gov.jo/EBV4.0/Root_Storage/AR/Commitment_2/تقرير_ورشة_عمل_المبادئ_والضوابط_العامة_للمشاركة_الإلكترونية.pdf.

⁷ عقد الاجتماع العاشر للجنة المشتركة لمناقشة أجندة ورشة عمل مبادئ المشاركة الإلكترونية [Tenth meeting for the joint committee to discuss agenda for workshop on e-participation], Open Government Unit, 9 October 2023, <https://ogp.gov.jo/ar/Pages/activityDetails/28302>.

⁸ إطلاق بوابة تواصل لتعزيز المشاركة في صنع القرار [Tawasal portal launched to enhance participation in decision-making], Petra, 17 June 2025, <https://www.petra.gov.jo/Include/InnerPage.jsp?ID=316946&lang=ar&name=news>.

⁹ السياسة الأردنية للمشاركة الإلكترونية 2021 [Jordanian policy for electronic participation 2021], Ministry of Digital Economy and Entrepreneurship, https://www.moddee.gov.jo/ebv4.0/root_storage/ar/eb_list_page/jordanian-e-participation-policy.pdf.

¹⁰ Anoud Al-Abadi (Director of Strategies, Future and Policies at the Ministry of Digital Economy and Entrepreneurship), interview by IRM researcher, 8 December 2025.

¹¹ القواعد التنفيذية لاستخدام البوابة الحكومية الموحدة للمشاركة الإلكترونية تواصل لسنة 2024 [Executive rules for using the unified government portal on electronic participation for 2024], Ministry of Digital Economy and Entrepreneurship, https://moddee.gov.jo/ebv4.0/root_storage/ar/eb_list_page/القواعد_التنفيذية_لاستخدام_البوابة_الحكومية_الموحدة_للمشاركة_الإلكترونية_%2829_تواصل.pdf.

¹² Al-Abadi, interview.

¹³ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), interview by IRM researcher, 4 December 2025.

¹⁴ Marie Whelan (Policy Analyst at the Organization for Economic Co-operation and Development), interview by IRM researcher, 30 January 2026.

- ¹⁵ المبادئ العامة للمشاركة الإلكترونية وضوابطها [General Principles and Guidelines for E-Participation], Ministry of Digital Economy and Entrepreneurship, https://www.moddee.gov.jo/EBV4.0/Root_Storage/AR/22/المبادئ_العامة_للمشاركة_الإلكترونية_وضوابطها.pdf.
- ¹⁶ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), correspondence with IRM researcher, 30 April 2026.
- ¹⁷ Suhair Al-Kayed (Open Government Unit, Ministry of Planning and International Cooperation), correspondence with IRM researcher, 3 May 2026.
- ¹⁸ The IRM researcher submitted comments through the portal both anonymously and the comments had not appeared on the website ten days after they were submitted.
- ¹⁹ مشروع التصنيف الأخضر: مشروع الاستشارة العامة: تقرير الاستشارة العامة: مشروع التصنيف الأخضر [Public consultation report: green taxonomy project], Tawasal, 5 November 2025, https://www.tawasal.gov.jo/Consultations/Public/1323/مشروع_التصنيف_الأخضر.
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- ²¹ Al-Kayed, interview.
- ²² Al-Abadi, interview.
- ²³ Al-Abadi, interview.
- ²⁴ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), correspondence by IRM researcher, 4 December 2025.
- ²⁵ Al-Kayed, interview.
- ²⁶ “Jordanian Digital Transformation Strategy and the Implementation Plan 2026–2028,” Ministry of Digital Economy and Entrepreneurship, https://www.moddee.gov.jo/ebv4.0/root_storage/en/eb_list_page/jordanian_digital_transformation_strategy_and_the_implementation_plan_2026-2028.pdf.
- ²⁷ Al-Abadi, interview.
- ²⁸ Al-Abadi, interview.
- ²⁹ Ali Fayyad (Partners Jordan), interview by IRM researcher, 17 March 2026.
- ³⁰ Abeer Madanat (Executive Director of Transparency International Jordan/Rasheed), interview by IRM researcher, 10 December 2025.
- ³¹ Al-Abadi, interview.
- ³² Maria Pascual (Policy Analyst at the Organization for Economic Co-operation and Development), interview by IRM researcher, 30 January 2026.
- ³³ Al-Abadi, interview.
- ³⁴ Pascual, interview.
- ³⁵ Al-Abadi, interview.
- ³⁶ Al-Abadi, interview.
- ³⁷ Suhair Al-Kayed, correspondence, 3 May 2026.
- ³⁸ “The Fifth National Action Plan 2021–2025 under the Open Government,” Ministry of Planning and International Cooperation, December 2021, <https://www.opengovpartnership.org/documents/jordan-action-plan-2021-2025>.
- ³⁹ “The National Integrity and Anti-Corruption Strategy 2020–2025 (updated),” Jordanian Integrity and Anti-Corruption Commission, December 2020, https://www.jiacc.gov.jo/EBV4.0/Root_Storage/AR/EB_Blog/JIACC_Strategy_2020-2025_English.pdf.
- ⁴⁰ “OECD Integrity Review of Jordan: Together for an Accountable and Transparent Public Administration,” Organization for Economic Co-operation and Development, 2024, <https://doi.org/10.1787/8110327a-en>.
- ⁴¹ خارطة الاستراتيجية الوطنية للنزاهة ومكافحة الفساد 2026-2030 [National Strategy Map for Integrity and Anti-Corruption 2026-2030], Jordanian Integrity and Anti-Corruption Commission, accessed 5 January 2026, https://www.jiacc.gov.jo/EBV4.0/Root_Storage/AR/OIMAGES_2025/STRATEGY_MAP_26-30.pdf; Ruba Tarawneh (Head of Compliance Section at the Jordanian Integrity and Anti-Corruption Commission), interview by IRM researcher, 9 December 2025.
- ⁴² Al-Kayed, correspondence, 3 May 2026.
- ⁴³ رأي الأردنيين بحكومة الدكتور جعفر حسان عند تشكيلها والانتخابات النيابية [Jordanians’ opinions of the government of Dr. Jaafar Hassan upon its formation and parliamentary elections], Center for Strategic Studies at the University of Jordan, accessed 4 January 2026, <https://jcss.org/10925/رأي-الأردنيين-بحكومة-الدكتور-جعفر-حسان>.
- ⁴⁴ رأي الأردنيين بحكومة الدكتور جعفر حسان وبعض القضايا الراهنة [Jordanians opinion on Dr. Jaafar Hassan government and some current affairs], Center for Strategic Studies at the University of Jordan, 30 April 2025, <https://jcss.org/12556/بعد-مرو-200-يوم-على-تشكيلها-رأي-الأردني>.
- ⁴⁵ “2025 Corruption Perceptions Index: Jordan,” Transparency International, 2025, <https://www.transparency.org/en/cpi/2025/index/jor>.
- ⁴⁶ “Integrity and Anti-Corruption Law No. 13 of 2016 and Its Amendments,” Official Gazette, 16 May 2016, https://www.jiacc.gov.jo/EBV4.0/Root_Storage/AR/EB_Blog/JIACC-LAW_in_english_2024.pdf.
- ⁴⁷ Tarawneh, interview.
- ⁴⁸ Tarawneh, interview.



Section III. Participation and Co-Creation

More so than in previous action plan cycles, CSOs were close partners in the design and assessment of Jordan’s fifth action plan, commitments, and milestones. The level of participation during implementation varied across commitments, with engagement led either by implementing institutions, coordinated through the OGU or collaboratively with CSOs.

The Ministry of Planning and International Cooperation (MOPIC) continued its role in coordinating action plan design and implementation, through its Secretary General who chairs the MSF, as well as the Open Government Unit (OGU). Established in 2018 with support from the Organization for Economic Co-operation and Development (OECD), the OGU coordinated implementation of the fourth and fifth action plans.¹ It ensures transparency, accountability, and coordination of OGP work in Jordan and maintains the OGP Jordan website which provides updates on the action plan, multi-stakeholder forum (MSF) meetings, progress of commitments, and opportunities to participate.² For the fifth action plan, the OGU organized annual meetings with CSOs and government focal points to provide updates on implementation. It also participated in open government work beyond OGP commitments. The Unit, supported by the OECD through the European Union-funded project ‘Ma’an: Together for an accountable and transparent public administration in Jordan’, remains involved in the implementation of Commitments 4 and 5 under the fourth action plan on compliance with the Access to Information Law³ and on the unification of human rights complaint mechanisms.⁴ In 2025, the OGU organized Jordan’s Open Government Week⁵ and participated in the implementation of participatory activities.⁶

Jordan’s OGP MSF maintained the same membership from the previous action plan cycle, which included representatives from government ministries, department, commissions, and independent institutions, private sector, and civil society coalitions representing youth and the three regions.⁷ The forum met to review commitments’ progress, availability of resources, participatory approach, delays in implementation, and implementing partners to give recommendations accordingly.⁸

Action Plan Co-Creation

Jordan launched the design of the fifth action plan in March 2021, before the new OGP Participation and Co-Creation Standards went into effect. Nonetheless, the process was transparent and inclusive. MOPIC published open calls for public submissions for action plan development methodology⁹ and commitment proposals.¹⁰ It opened participation for methodology review,¹¹ working groups to develop commitments,¹² and to review commitment executive plans.¹³ The OGU published reasoned response following these participation opportunities, including a report on how comments were incorporated and final version of the methodology,¹⁴ along with the selection process of working group members.¹⁵ Similarly, for the action plan midterm refresh, MOPIC published open calls for submissions to amend or add commitments, along with reasoned responses.¹⁶

Working groups were then formed with equal number of government and civil society representatives to develop detailed executive plans for commitments, further detailing milestones, activities, implementing entities, role of CSOs, and required resources.¹⁷ Over fifty non-government stakeholders representing all regions attended the workshop to review commitment executive plans. Two OGP Local members from Salt and Karak were also represented.¹⁸ This contributed to a shared ownership of the action plan and its commitments among government focal points interviewed for this report. It also facilitated good follow-up and progress reporting.

Participation during Implementation

Implementation of most commitments was open and participatory. The MSF met to discuss commitment progress in 2023, 2024, and 2025, while commitment working groups met periodically.¹⁹ The OGU organized ‘Accountability Workshops’ with open calls for CSOs to meet with government focal points to review action plan progress and give recommendations.²⁰ The first workshop was held in 2023,²¹ followed by another one in 2024 for the midterm refresh process,²² and a further two in 2025.²³

Open calls for opportunities to participate were posted on OGP Jordan website for four of the six commitments. Participation in Commitment 4 on youth participation in decision-making was led by the Ministry of Youth. Youth engagement consisted of memberships in committees and input in Youth Strategy design. Public engagement for Commitment 3 on gender mainstreaming in the public sector was managed by the Inter-ministerial Committee on Women Empowerment and the Jordanian National Commission for Women (JNCW) as part of its mandate over a two-year period.²⁴ The OGU opted not to duplicate outreach to avoid “engagement fatigue” among CSOs.

The OGU launched the midterm refresh process in April 2024 with an open call for public proposal submissions of new commitments and milestones. Joint working groups reviewed and finalized submissions. It then held a workshop for all individuals and organizations who submitted suggestions and CSOs who participated in the development of the fifth action plan. During the workshop, a joint working group of government focal points and CSO representatives for each commitment reviewed and finalized the new milestones. The OGU posted outputs of the refresh process, including the refreshed action plan, on OGP Jordan website. It also responded by email to individuals and CSOs who submitted proposals. No commitments were added or significantly amended, with new milestones added to Commitments 1, 2, 4, and 5—all of which built on the commitments’ existing objectives and reflected an increase in civil society participation.²⁵

Table 2. Compliance with Minimum Requirements

The IRM uses the OGP Participation and Co-Creations Standards to assess countries’ participatory practices throughout the action plan cycle.²⁶ Countries are encouraged to aim for the full ambition of the standards and to comply with the minimum requirements under each standard.²⁷

Minimum requirement	Co-creation	Refresh	Implementation
1.1 Space for dialogue: the MSF maintains the same composition of government, civil society, and independent bodies that represented all three regions of Jordan since 2015. ²⁸ Members met once every six months since October 2023 and were complemented by commitment working group meetings. MSF composition, meeting agenda, minutes, and implementation progress were made available publicly on Jordan’s OGP website. ²⁹	Yes	Yes	Yes
2.1 OGP website: Jordan’s OGP website is active and maintained regularly. Content includes information on OGP, current and previous NAPs, open government news, updates on milestones, information on the MSF, and opportunities for public participation. ³⁰	Yes	Yes	Yes

- ¹⁰ <https://ogp.gov.jo/Ar/NewsDetails/11>. [Opening participation for submitting proposals for OGP's fifth Plan Commitments 2021–2023], Open Government Unit, 10 May 2021, <https://ogp.gov.jo/Ar/NewsDetails/11>.
- ¹¹ <https://ogp.gov.jo/Ar/NewsDetails/20212023>. [Opening participation in discussion session to review methodology for preparing the fifth National Plan for the Open Government Partnership 2021–2023], Open Government Unit, 2021, <https://ogp.gov.jo/Ar/NewsDetails/20212023>.
- ¹² <https://ogp.gov.jo/Ar/NewsDetails/20212023>. [Opening participation to join working groups to develop fifth National Plan of Open Government Partnership], Open Government Partnership Unit, 10 May 2021, <https://ogp.gov.jo/Ar/NewsDetails/20212023>.
- ¹³ <https://ogp.gov.jo/Ar/NewsDetails/20212023>. [Invitation to attend a workshop on participation in implementing Open Government Partnership fifth National Plan 2021–2025], Open Government Unit, 13 June 2022, <https://ogp.gov.jo/Ar/NewsDetails/20212025>.
- ¹⁴ <https://ogp.gov.jo/Ar/NewsDetails/20212025>. [Finalization and publication of the final version of fifth National Plan methodology], Open Government Unit, 10 May 2021, <https://ogp.gov.jo/Ar/NewsDetails/20212025>.
- ¹⁵ <https://ogp.gov.jo/Ar/NewsDetails/20212025>. [Announcement of working groups members], Open Government Unit, 16 June 2021, <https://ogp.gov.jo/Ar/NewsDetails/20212025>.
- ¹⁶ "IRM Midterm Review: Jordan 2021–2025," Open Government Partnership.
- ¹⁷ "Commitment executive plans," Open Government Unit, unpublished document shared with the IRM.
- ¹⁸ See https://ogp.gov.jo/EBV4.0/Root_Storage/AR/Annex_Plan_5_consultation/Participants_in_the_workshop_classified.pdf.
- ¹⁹ "IRM Midterm Review: Jordan 2021–2025," Open Government Partnership.
- ²⁰ Al-Kayed, correspondence.
- ²¹ <https://ogp.gov.jo/Ar/NewsDetails/20212025>. [MOPIC holds a workshop to assess implementation of Jordan OGP's fifth National Action Plan Commitments], Open Government Unit, 11 July 2023, <https://ogp.gov.jo/Ar/NewsDetails/20212025>.
- ²² <https://ogp.gov.jo/Ar/NewsDetails/2024>. [MOPIC holds a workshop for stakeholders and civil society to update OGP's fifth Action Plan], Open Government Unit, 2 June 2024, <https://ogp.gov.jo/Ar/NewsDetails/2024>.
- ²³ <https://ogp.gov.jo/Ar/NewsDetails/2025>. [MOPIC holds a workshop for stakeholders and civil society to assess implementation of OGP's fifth Action Plan], Open Government Unit, 27 January 2025, <https://ogp.gov.jo/Ar/NewsDetails/2025>.
- ²⁴ <https://www.ogp.gov.jo/Ar/NewsDetails/2025>. [MOPIC holds a workshop to assess implementation of Jordan OGP's fifth National Action Plan Commitments], Open Government Unit, 29 June 2025, <https://www.ogp.gov.jo/Ar/NewsDetails/2025>.
- ²⁵ <https://www.ogp.gov.jo/Ar/NewsDetails/2025>. [MOPIC holds a workshop to assess implementation of Jordan OGP's fifth National Action Plan Commitments], Open Government Unit, 29 June 2025, <https://www.ogp.gov.jo/Ar/NewsDetails/2025>.
- ²⁶ Nisreen Al Sayyed (Deputy Secretary General of the Jordanian National Commission for Women), interview by IRM research, 9 December 2025.
- ²⁷ "IRM Midterm Review: Jordan 2021–2025," Open Government Partnership.
- ²⁸ "OGP Participation and Co-Creation Standards," Open Government Partnership, 2021, <https://www.opengovpartnership.org/ogp-participation-co-creation-standards>.
- ²⁹ "IRM Guidelines for the Assessment of Minimum Requirements," Open Government Partnership, 2022, https://www.opengovpartnership.org/wp-content/uploads/2022/05/IRM-Guidelines-for-Assessment-of-Minimum-Requirements_20220531_EN.pdf.
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- ³¹ "IRM Midterm Review: Jordan 2021–2025," Open Government Partnership.
- ³² "Jordan Open Government Partnership," Ministry of Planning and International Cooperation, accessed 9 November 2025, <https://ogp.gov.jo/Default/Ar>.
- ³³ "IRM Midterm Review: Jordan 2021–2025," Open Government Partnership.

³² وزارة التخطيط والتعاون الدولي تعقد ورشة عمل لأصحاب المصلحة ومؤسسات المجتمع المدني لتقييم تنفيذ الخطة الخامسة لمبادرة الحكومات الشفافة [Ministry of Planning and International Cooperation holds a workshop for stakeholders and civil society organizations to evaluate implementation of Open government Partnership's Fifth Plan], Open Government Unit, 27 January 2025, https://ogp.gov.jo/Ar/NewsDetails/تقييم_المجتمع_المدني_لتقييم_وزارة_التخطيط_والتعاون_الدولي_تعقد_ورشة_عمل_لأصحاب_المصلحة_ومؤسسات_المجتمع_المدني_لتقييم_تنفيذ_الخطة_الخامسة_لمبادرة_الحكومات_الشفافة.

Section IV. Methodology

This report supports countries' accountability and learning through assessment of the action plan's level of completion and early results. The report provides in-depth analysis of commitments or clusters that achieved the strongest early results in the action plan. It also assesses the country's participation and co-creation practices throughout the action plan cycle.¹

The IRM products provided during a national action plan cycle include:

- **Co-Creation Brief:** A concise brief that highlights lessons from previous IRM reports to support a country's OGP process, action plan design, and overall learning.
- **Action Plan Review:** A technical review of the characteristics of the action plan and the strengths and challenges the IRM identifies to inform a stronger implementation process.
- **Midterm Review:** A review for four-year action plans after a refresh at the midpoint. The review assesses new or significantly amended commitments in the refreshed action plan, compliance with OGP rules, and provides an informal update on implementation progress.
- **Results Report:** An overall implementation assessment that focuses on policy-level results and how changes happen. It also checks compliance with OGP rules and informs accountability and longer-term learning.

In Results Reports, the IRM assesses commitments using two indicators:

Completion

The IRM assesses the level of completion for each commitment in the action plan, including commitments clustered in the Action Plan Review.² The level of completion for all commitments is assessed as one of the following:

- No Evidence Available
- Not Started
- Limited
- Substantial
- Complete

Early Results

The IRM assesses the level of early results from implementation for each commitment or cluster. To do so, the IRM considers commitments' objective, the country context, the policy area, and the evidence of changes. The Early Results indicator is determined by the depth of change that occurred and the evidence of whether the change will be sustained in time. The early results indicator establishes three levels of results:

- **No Notable Results:** According to the evidence collected (through desk research, interviews, etc.), the implementation of the open government commitment led to little or no positive results. After assessing the activities carried forward during the period of implementation and its outcomes (if any), the IRM did not find meaningful changes towards:
 - improving practices, policies or institutions governing a policy area or within the public sector, or
 - enhancing the enabling environment to build trust between citizens and the state.
- **Moderate Results:** According to the evidence collected (through desk research, interviews, etc.) the implementation of the open government commitment led to positive results. After assessing the activities carried forward during the period of implementation and its outcomes, the IRM found meaningful changes towards:

- improving practices, policies or institutions governing a policy area or within the public sector, or
- enhancing the enabling environment to build trust between citizens and the state.
- **Significant Results:** According to the evidence collected (through desk research, interviews, etc.) the implementation of the open government commitment led to significant positive results. After assessing the activities carried forward during the period of implementation and its outcomes, the IRM found meaningful changes towards:
 - improving practices, policies or institutions governing a policy area or within the public sector, or
 - enhancing the enabling environment to build trust between citizens and the state.

Significant positive results show clear expectations for these changes (as defined above) will be sustainable in time.

This report was prepared by the IRM in collaboration with Hadeel Saadeh and was reviewed by Slobodan Milic, IRM external expert. This report was prepared in accordance with IRM guidelines on use of artificial intelligence (AI). AI tools were used for interview transcription. All AI-assisted outputs were reviewed and verified. The IRM methodology, quality of IRM products and review process is overseen by the IRM’s International Experts Panel (IEP).³ For more information, refer to IRM webpage⁴ or the glossary of IRM and OGP terms.⁵

¹ For definitions of OGP terms, such as co-creation and promising commitments, see “OGP Glossary,” <https://www.opengovpartnership.org/glossary>.

² The IRM clusters commitments that share a common policy objective during the Action Plan Review process. In these instances, the IRM assesses “Potential for Results” and “Early Results” at the cluster level. The level of completion is assessed at the commitment level. For more information on how the IRM clusters commitments, see Section IV on Methodology in the Action Plan Review.

³ “International Experts Panel,” Open Government Partnership, <https://www.opengovpartnership.org/about/who-we-are/international-experts-panel>.

⁴ “IRM Overview,” Open Government Partnership, <https://www.opengovpartnership.org/irm-guidance-overview>.

⁵ “OGP Glossary,” Open Government Partnership.

Annex I. Commitment Data¹

Commitment 1: Civil Society and Terrorist Financing	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Unclear 	<ul style="list-style-type: none"> ● Completion: Complete ● Early results: Moderate
<p>This commitment aimed to improve the enabling environment for civil society organizations through government and CSO collaboration to strengthen CSOs’ internal governance and reduce money laundering and terrorist financing (ML/TF) risks. All eight milestones were completed, including three that were added at the midpoint refresh.</p> <p>The IRM initially assessed this commitment as having an ‘unclear’ potential for results due to concerns that implementation could restrict CSO activity. However, milestones were implemented in a participatory manner and were endorsed by CSOs, as recommended by the IRM. The IRM did not find evidence that implementation restricted CSO activity at the time of review. Moreover, Jordan was removed from the Finance Action Task Force (FATF) Grey List, in part through these efforts, which led to Jordan being upgraded to “largely compliant” in regard to FATF Recommendation 8 on Non-Profit Organizations.²</p> <p>While positive results were achieved, sustainability of these results remained a question as CSOs board members are re-elected every two years. In addition, a limited number of CSOs were targeted in capacity building activities compared to the overall number of CSOs in Jordan. More sustainable results are expected once tools like the amended CSO manual and videos, developed under this commitment, come into use.</p> <p>Under Milestone 1, the Societies Register at MOSD and the Companies Control Department (CCD) updated a procedural manual for CSO government inspectors in collaboration with the Anti-Money Laundering and Counter-Terrorism Financing Unit. Technical guidelines on due diligence were also developed in collaboration with International Center for Non-Profit Law. Between 2022 and 2024, under Milestone 3, the Register and CCD trained government inspectors from 14 entities involved in CSO oversight on the manual. They also organized seven training and awareness sessions for government staff, including field inspectors.³</p> <p>The Register and CCD jointly implemented Milestones 2 4, 6, and 7 on strengthening CSO internal governance and capacities with civil society organizations Rased and Rasheed. The Register and CCD, in collaboration with Rased, conducted 12 nationwide workshops between 2024 and 2025 on ML/TF risks and good governance, engaging over 400 CSOs.⁴ Training assessments show an improvement in the knowledge, particularly under ML/TF legal framework and governance themes.⁵ Government entities held four meetings with CSOs in the three regions in Jordan on the risks of ML/TF.⁶ The Register, CCD, and the Anti-Money Laundering and Counter-Terrorism Financing Unit also developed a handbook for non-profit organizations called “How to Protect your Organization” to prevent misuse of CSO operations for terrorism financing.⁷ The OGU and the Register of Societies, supported by the OECD under the "Ma'an" EU-Funded project, worked with Rased to develop five videos on the process of writing grant proposals, ready to be published at the time of writing.⁸</p> <p>Rasheed also updated a CSO governance manual, developed in 2018 under a previous action plan, and templates.⁹ The manual was ready for publication at the time of writing.¹⁰ The update</p>	

provides guidelines applicable to different types and sizes of CSOs.¹¹ It also includes guidelines on due diligence, anti-terrorist financing policies, risk management, and an internal policy template for CSOs, as specified in Milestone 7 added at the midpoint.

Milestones 5 and 8 related to issuing periodic reports, holding annual meetings with CSOs, and assessing the relationship between the government and CSOs. The Register and CCD, in coordination with the OGU, held two civil society consultation workshops on the enabling environment for CSOs in 2024¹² and 2025.¹³ The Register and CCD also produced two reports in 2023¹⁴ and 2024¹⁵ on ML/TF in non-profit sector and government procedures to reduce risk for CSOs.

It is commendable that this commitment was amended to facilitate a collaborative implementation approach, given its direct impact on civil society. Furthermore, Jordan’s improved standing under FATF Recommendation 8 is a key achievement. While the early results were modest at the time of assessment, greater results may become evident as resources developed towards the end of the implementation period are applied by government and civil society.

Commitment 2: Electronic Participation in Decision-Making

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Complete ● Early results: Significant |
|--|--|

This commitment is assessed in Section II.

Commitment 3: Gender Mainstreaming in the Public Sector

- | | |
|---|---|
| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Substantial | <ul style="list-style-type: none"> ● Completion: Complete ● Early results: Moderate |
|---|---|

Commitment 3 aimed to support the adoption of gender mainstreaming policies in the public sector through developing and implementing gender mainstreaming policies in five institutions, raising awareness of these policies, and reporting on compliance. All milestones were completed. However, evidence of whether the reform impacted gender equality in public institutions was not available at the time of assessment.

Under Milestone 1, the Jordanian National Commission for Women (JNCW) conducted gender audits in five targeted ministries as well as three additional ones, between 2022 and 2024.¹⁶ In total, 23 institutions carried out gender audits.¹⁷ These audits resulted in a unified tool for future gender audits across public institutions.¹⁸ JNCW also supported the development of gender mainstreaming plans for the seven ministries, under Milestone 2.¹⁹

JNCW conducted awareness activities for gender units, under Milestone 3, prior to commencing the audits,²⁰ upon ministries’ request.²¹ High staff turnover in those units limited sustainable impact.²² Before this commitment, two of the seven ministries had gender units. By 2024, all seven ministries had a permanent structure to follow up on gender mainstreaming.²³ Under Milestone 5, the commission conducted a survey in October 2024 to measure

compliance of public institutions with the gender mainstreaming policy of 2020, published on OGP Jordan website.²⁴

In place of a gender mainstreaming policy compliance system, Milestone 4, the Inter-Ministerial Committee for Women’s Empowerment adopted the “Gender Equality Seal” as an incentive mechanism for public and private sectors. Institutions that meet gender mainstreaming criteria are awarded the seal. JNCW finalized compliance indicators for the seal in November 2024,²⁵ and the committee approved them in April 2025.²⁶ At the time of assessment in early 2026, the seal was not yet implemented.

This commitment achieved moderate results, as gender audits, plans, and units were established in seven public institutions, but without evidence of impact on gender mainstreaming. This is partly due to the absence of a tool to capture results.²⁷ Deputy Secretary General at JNCW expects the gender seal process to provide necessary data to measure compliance. Since the seal was not yet operationalized during implementation period, it is difficult to directly confirm or attribute any changes in women’s participation in targeted ministries to this commitment.

Commitment 4: Participation in Youth Plans and Strategies

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|--|--|
| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: Moderate |
|--|--|

Commitment 4 aimed to strengthen youth participation in developing and implementing government plans and strategies targeting youth. Two out of the three original milestones were completed. Work on the final milestone and on milestones added at the midpoint, was suspended following the closure of USAID’s project in early 2025.²⁸

Milestone 1 focused on reviewing the National Youth Strategy launched in 2019 to address emerging youth needs post-COVID-19, developing its implementation plan through a participatory approach, and reporting on progress. For each strategy component, the Ministry of Youth (MOY) formed a team of relevant government ministries and two youth representatives—one male and female each. The ministry revised the strategy and designed the implementation plan based on input from youth center directors and youth themselves and through sector-specific workshops with civil society.²⁹ By end of 2023, the first implementation report was published.³⁰ Previously, progress could not be measured due to the absence of an implementation plan and indicators.³¹

Under Milestone 2, the ministry developed an inter-agency monitoring and evaluation (M&E) system to measure evidence of implementation,³² in line with the IRM Action Plan Review recommendation. This included developing an online Activities Bank system to capture activities by different stakeholders, to improve coordination and efficiency.³³ It also integrated activities suggested by young people. The ministry collaborated with the OECD to evaluate the current strategy using international standards, with findings feeding into the next Youth Strategy (2026–2030).³⁴

Milestone 3 on the virtual youth center (Shabab.jo) has contributed to access to information. The portal was envisioned to mirror the roles of existing physical youth centers across Jordan,³⁵ which serve as hubs for skills building, recreation and opportunities for participation

for young men and women.³⁶ Under Milestones 4 and 6, MOY developed posting guidelines and linked the portal to the national volunteerism website ‘Nahno’. Added during the midpoint refresh, virtual spaces for CSOs to submit activities and suggestions were never initiated.

Overall, CSOs and youth participation in designing youth related programs somewhat increased compared to previous strategies. However, wider youth engagement in policy beyond representation in committees and information sharing is still limited. Participation through the portal was also one-way. The introduction of an M&E system could contribute to positive, sustainable change to capturing and shaping youth engagement in the future.

Commitment 5: Enhance Integrity at the National Level

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|--|---|
| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: Significant |
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This commitment is assessed in Section II.

Commitment 6: Participation in Government Capital Investment Projects

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|--|--|
| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: No Notable Results |
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The commitment aimed to engage local communities and stakeholders throughout the governmental capital investment project cycle. This reform aimed to improve alignment and responsiveness to community needs, through developing procedural manuals, building public capacities, and implementing mechanisms for public engagement.³⁷ While important foundations were laid for public participation in capital investment projects, they were not operationalized during the implementation period.

Four of five milestones were completed. In July 2023,³⁸ the Ministry of Planning and International Cooperation (MOPIC) hired an expert to develop three public participation methodologies for social impact pre-assessment of public investment projects (PIP), for implementation and for evaluation.³⁹ The consultant completed the desk review and stakeholder mapping by end of July 2023.⁴⁰ They also developed a nongovernment stakeholder survey to identify roles, challenges and restrictions to participation in the PIP cycle as well as identify opportunities.⁴¹ MOPIC held two focus groups, one of public officials and another for civil society and the private sector on perspectives, roles and expectations.⁴² MOPIC held a validation session with government officials, civil society, and the private sector on the draft methodology.⁴³

In addition, MOPIC organized a training course on the methodology for government employees tasked with drafting public and capital investment project proposals in January 2024.⁴⁴ These milestones were funded by the Jordan Growth Multi-Donor Trust Fund, co-managed by MOPIC and the World Bank.⁴⁵

Under the last milestone on implementing mechanisms for citizen engagement in public capital investment projects, MOPIC is working with the Ministry of Water and Ministry of Public Works on designing two project proposals.⁴⁶ No projects were implemented using the methodology

developed under this commitment due to lack of funding and human resources.⁴⁷ However, this reform could contribute to citizen engagement in capital investment projects in the longer term if continued.

¹ Editorial notes:

1. Commitments' short titles may have been edited for brevity. For the complete text of commitments, see "The Fifth National Action Plan 2021–2025 under the Open Government," Ministry of Planning and International Cooperation, December 2021, <https://www.opengovpartnership.org/documents/jordan-action-plan-2021-2025>.
2. For more information on the assessment of the commitments' design, see "IRM Midterm Review: Jordan 2021–2025," Open Government Partnership, February 2025, <https://www.opengovpartnership.org/documents/jordan-midterm-review-2021-2025>.

² Jordan's progress in addressing the technical compliance deficiencies identified in its 2025 Mutual Evaluation Report, see: <https://www.fatf-gafi.org/en/publications/Mutualevaluations/FUR-Jordan-2025.html>.

³ الالتزام الأول [Commitment 1], Open Government Unit, 17 January 2025, https://ogp.gov.jo/EBV4.0/Root_Storage/EN/5_NAP/ROS_CCD.pdf.

⁴ Amro Nawayseh (Executive Manager of Al-Hayat Center for Civil Society Development/Rased), interview by IRM researcher, 18 December 2025.

⁵ تقرير تحليل التقييم القبلي والبعدى للتدريب [Pre-and post-training assessment report], provided by the OGU to the IRM researcher.

⁶ "Commitment 1," Open Government Unit.

⁷ "Commitment 1," Open Government Unit.

⁸ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), correspondence with IRM researcher, 22 December 2025.

⁹ Abeer Madanat (Executive Director of Transparency International Jordan/Rasheed), interview by IRM researcher, 10 December 2025.

¹⁰ Abeer Madanat (Executive Director of Transparency International Jordan/Rasheed), correspondence with IRM researcher, 13 January 2026.

¹¹ Emad Shneikat (Head of Anti-Money Laundering and Terrorism Financing Section at the Ministry of Social Development), interview by IRM researcher, 3 December 2025.

¹² سجل الجمعيات ودائرة مراقبة الشركات تعقدان ورشة عمل بعنوان تعزيز البيئة التمكينية والداعمة لمنظمات المجتمع المدني [Societies Register and Company Control Department hold a workshop on the enabling environment for CSOs], Open Government Unit, 5 December 2024, <https://ogp.gov.jo/Ar/NewsDetails>

[سجل الجمعيات ودائرة مراقبة الشركات تعقدان ورشة عمل بعنوان تعزيز البيئة التمكينية والداعمة لمنظمات المجتمع المدني](https://ogp.gov.jo/Ar/NewsDetails).

¹³ سجل الجمعيات ودائرة مراقبة الشركات تعقدان ورشة عمل مع منظمات المجتمع المدني حول البيئة التمكينية [Societies Register and Company Control Department hold a workshop with CSOs on the enabling environment], Open Government Unit, 20 November 2025, <https://ogp.gov.jo/ar/Pages/activityDetails/28310>.

¹⁴ تقرير حول مكافحة غسل الاموال وتمويل الإرهاب في قطاع المنظمات غير الهادفة للربح والإجراءات الحكومية المتخذة للتخفيف من خطر استغلال المنظمات [Report on anti-money laundering and terrorism financing in non-profit sector and government procedures to reduce risk for organizations], Open Government Unit, 2023, https://ogp.gov.jo/EBV4.0/Root_Storage/AR/Commitment_1/2023 [تقرير مكافحة غسل الاموال وتمويل الإرهاب لمنظمات المجتمع المدني النصف الثاني](https://ogp.gov.jo/EBV4.0/Root_Storage/AR/Commitment_1/2023).pdf.

¹⁵ تقرير حول مكافحة غسل الاموال وتمويل الإرهاب في قطاع المنظمات غير الهادفة للربح والإجراءات الحكومية المتخذة للتخفيف من خطر استغلال المنظمات [Report on anti-money laundering and terrorism financing in non-profit sector and government procedures to reduce risk for organizations], Open Government Unit, 2024, https://ogp.gov.jo/EBV4.0/Root_Storage/AR/Commitment_1/2024 [تقرير مكافحة غسل الاموال وتمويل الإرهاب لمنظمات المجتمع المدني](https://ogp.gov.jo/EBV4.0/Root_Storage/AR/Commitment_1/2024).pdf.

¹⁶ Rawan Al-Maaitah (Jordanian National Commission for Women), interview by IRM researcher, 9 December 2025.

¹⁷ التقرير السنوي 2024 [Annual Report 2024], Jordanian National Commission for Women, 2025, <https://www.women.jo/~women/sites/default/files/2025-08/JNCW%20Annual%20Report%202024%203%20%282%29.pdf>.

¹⁸ "Annual Report 2024," Jordanian National Commission for Women.

¹⁹ Al-Maaitah, interview.

²⁰ عقد تدريب حول مفاهيم النوع الاجتماعي [Training held on gender concepts], Open Government Unit, 2021, <https://ogp.gov.jo/ar/Pages/activityDetails/28312>.

²¹ Nisreen Al-Sayyed (Deputy Secretary General of the Jordanian National Commission for Women), interview by IRM research, 9 December 2025.

²² Al-Sayyed, interview.

²³ Rawan Al-Maaitah (Jordanian National Commission for Women), correspondence with IRM researcher, 12 January 2026.

- ²⁴ إجراء مسح تقييمي حول مستوى الامتثال لسياسة إدماج النوع الاجتماعي [Survey to assess compliance with gender mainstreaming policy], Open Government Unit, <https://ogp.gov.jo/ar/Pages/activityDetails/28313>.
- ²⁵ See <https://petra.gov.jo/Include/InnerPage.jsp?ID=296170&lang=ar&name=news>.
- ²⁶ اللجنة الوزارية لتمكين المرأة تعتمد ختم المساواة بين الجنسين في القطاعين العام والخاص [Inter-Ministerial Committee for Women Empowerment adopts the gender seal in public and private sectors], Petra, 24 April 2025, <https://www.petra.gov.jo/Include/InnerPage.jsp?ID=311398&lang=ar&name=news>.
- ²⁷ Al-Sayyed, interview.
- ²⁸ Jehad Massadeh (Director of Policies, Planning, and Studies & Head of the Executive Office for the Youth Strategy of the Ministry of Youth), interview by IRM researcher, 12 Dec 2025.
- ²⁹ المحور الأول للالتزام الرابع [Commitment 4, Milestone 1], Open Government Unit, accessed 19 November 2025, <https://ogp.gov.jo/ar/Pages/activities/1226>.
- ³⁰ التقرير السنوي للعام 2023 الاستراتيجية الوطنية للشباب 2019 – 2025، التقرير السنوي للعام 2023 [National Youth Strategy 2019–2025, Annual Report for 2023], Ministry of Youth, https://www.ogp.gov.jo/EBV4.0/Root_Storage/EN/5_NAP/MOY.pdf.
- ³¹ Massadeh, interview.
- ³² Massadeh, interview.
- ³³ بنك الأنشطة الشبابية [Youth Activities Bank], Open Government Unit, https://ogp.gov.jo/EBV4.0/Root_Storage/EN/5_NAP/Activities_Bank_211224_250127_084228.pdf.
- ³⁴ Massadeh, interview.
- ³⁵ Massadeh, interview.
- ³⁶ “National Youth Strategy 2019–2025,” Ministry of Youth, https://nwm.unescwa.org/sites/default/files/2023-04/jordan_national_youth_strategy_2019-2025_english.pdf.
- ³⁷ “The Fifth National Action Plan 2021–2025 under the Open Government,” Ministry of Planning and International Cooperation.
- ³⁸ Reform Secretariat, “Strengthening Reform Management In Jordan: Stakeholder Engagement Plan v.4,” Ministry of Planning and International Cooperation, November 2024, https://reformjo.org/media/ogkkczt/srm_additional-financing-stakeholder-engagement-plan-sep-final-november2024.pdf.
- ³⁹ التعاقد مع خبير استشاري لصياغة منهجية مشاركة أصحاب المصلحة في المشروعات الحكومية الرأسمالية الاستثمارية [A consultant hired to develop participatory methodology for stakeholder engagement in government capital and investment projects], Open Government Unit, <https://ogp.gov.jo/ar/Pages/activityDetails/14259>.
- ⁴⁰ تحديد مصفوفة أصحاب المصلحة وإجراء مراجعة المكتبة لتطوير المنهجية التشاركية [Stakeholder mapping and desk review for participatory methodology completed], Open Government Unit, <https://ogp.gov.jo/ar/Pages/activityDetails/19260>.
- ⁴¹ تصميم استبيان للحصول على ملاحظات أصحاب المصلحة من أجل تطوير منهجية المشاركة المجتمعية [Survey designed to seek stakeholders remarks on the public participation mythology], Open Government Unit, <https://ogp.gov.jo/ar/Pages/activityDetails/19259>.
- ⁴² وحدة إدارة الاستثمارات الحكومية في وزارة التخطيط تعقد جلسة نقاش مركزة مع ممثلي الجهات الحكومية [Public Investment Unit at MOPIC holds a focus group with government representatives], Open Government Unit, <https://ogp.gov.jo/ar/Pages/activityDetails/20259>;
“Public Investment Unit at MOPIC holds a focus group with civil society,” Open Government Unit, <https://ogp.gov.jo/ar/Pages/activityDetails/20260>.
- ⁴³ Suhair Al-Kayed (Open Government Unit at the Ministry of Planning and International Cooperation), correspondence with IRM researcher, 3 May 2026.
- ⁴⁴ Reform Secretariat, “Strengthening Reform Management In Jordan: Stakeholder Engagement Plan v.4,” Ministry of Planning and International Cooperation.
- ⁴⁵ Reform Secretariat, “Strengthening Reform Management In Jordan: Stakeholder Engagement Plan v.4,” Ministry of Planning and International Cooperation.
- ⁴⁶ Ahmad Al-Hawyan (Assistant Secretary General & Director of Public Investment Management Unit of the Ministry of Planning and International Cooperation), interview by IRM researcher, 19 January 2026.
- ⁴⁷ Al-Hawyan, interview.