



National Strategy for Integrity and Anti-Corruption

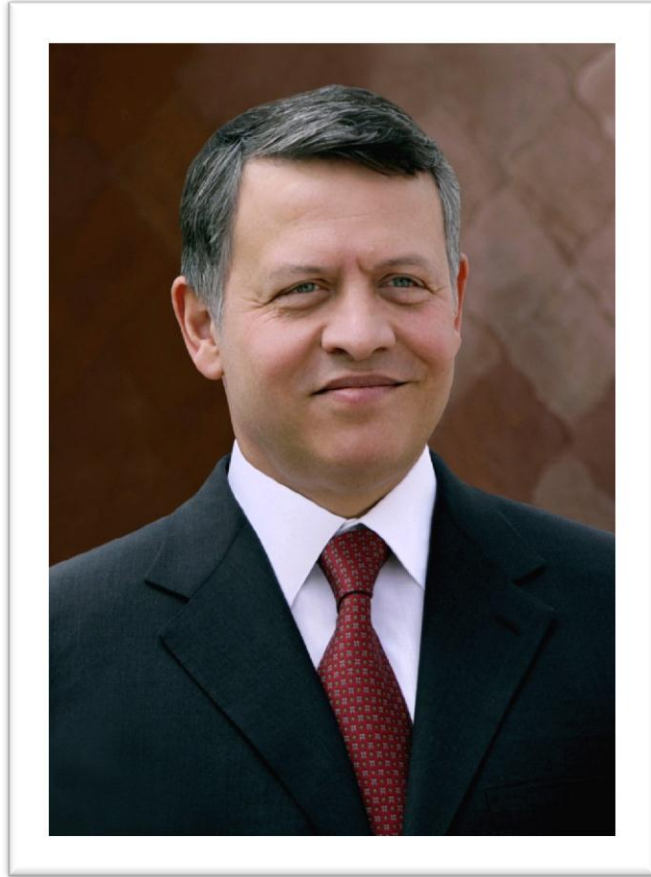
2017-2025

“...We must translate the Integrity and Anti-Corruption Charter and the Integrity and Anti-Corruption Law to practices that are felt by the citizen in the government’s administrations daily work and in the public services it provides”

(From the Royal Designation Letter to form a government 25/09/2016)

“...I don’t exempt anyone from Rule of Law and the Fight against Corruption”

(From his Majesty’s Meeting with both presidents of the house of representative and Senate)



His Majesty King Abdullah II Ibn Al Hussein



HRH Crown Prince Al Hussein Bin Abdullah II

Overview by the Chairman:

The National Integrity and Anti-Corruption Strategy came to existence in the midst of the Commission's preparations to enter a new phase of growth and development as a national institution concerned with fighting corruption and protecting public funds. It is a phase that lays the ground for qualitative additions related to the commission's performance of its national role and professional functions over the coming years.

During this year, the Jordanian experience in the fight against corruption, witnessed a qualitative development in four directions: First, the enactment of the new Integrity and Anti-Corruption Law. Second, the integration and partial restructuring. Third, the developments related the concept of national integrity. Fourth the development of the national integrity and anti-corruption strategy for 2017-2025.

In addition to its previous tasks, the Commission was entrusted with the responsibility of "managing and implementing the Code of National Integrity " as an integral component of the comprehensive national reform process, as desired by His Majesty King Abdullah II Ibn Al Hussein may God protect him.

The concept of national integrity, as stated in the Integrity and Anti-Corruption Law of 2016, is not a passing political term to be casually taken by our institutions, it is rather an integrated strategic and political vision that has been established to remain in place and to constitute a fundamental turning point in the formation of our public institutions and in its administrative rules of operation in addition to the mechanisms it applies in administrating all public affairs.



National Strategy for Integrity & Anti-Corruption 2017-2025

The concept of national integrity aims first to consolidate the principles of the rule of law, good governance, transparency in public administration's functions in addition to upholding the principles of justice, equality, equal opportunity, accountability and liability as recognized by the "National Integrity Charter", which His Majesty described as "a milestone in the comprehensive reform process". These supreme human principles will form the true face of our public administration performance from the beginning of 2017. These are principles that the Integrity and Anti-Corruption Commission has the responsibility to establish within the public sector and in all state institutions and to monitor the compliance of the public administration with them.

I would like to thank the United States Agency for International Development (USAID) for their technical and professional support in the development of this strategy and the great willingness shown by the Agency to fund the strategic programs for the coming years. I would like also to extend our gratitude to Transparency International (TI) and their official representative in Jordan (Rasheed) for their cooperation with us in the development of the of integrity and good governance standards.

This is an invitation to all our partners in the implementation of the programs and projects of this strategy to join us as key partners in the realization and implementation of a comprehensive and ambitious national strategy aimed at rebuilding confidence in the state institutions and creating a generation, who is willing to combat corruption regardless of its form or type.

Chairman of the Integrity and Anti-Corruption Commission

Mohammad Al-Allaf

Content

#	Subject	No.
1	Introduction	13
2	The Methodology Applied in the Development of the National Integrity and Anti-Corruption Strategy (2017-2025)	16
3	The Integrity and Anti-Corruption Commission's Vision	19
4	The Integrity and Anti-Corruption Commission's Mission	20
5	National Strategic Objectives	21
6	Programs and Projects	24

National Strategy for Integrity & Anti-Corruption 2017-2025



Introduction:

The current National Integrity and Anti-Corruption Strategy for the years (2017-2025), has been built on the previous National Anti-Corruption Strategy for the years (2010-2017). The current strategy comes to keep base with the rapid changes and the extensive and wide transformation and development process taking place at the Integrity and Anti-Corruption Commission (JIACC), as part of the exclusive national reform process in the Kingdom, which included the consolidation and strengthening of the national efforts aiming to promote the integrity and rule of law through integrating both the Anti-Corruption Commissions and the Ombudsman Office in order to establish one unified entity and the issuance of the Integrity and Anti-Corruption Law number (13) of 2016, in addition to entrusting the Commission with the responsibility to administer and implement the Code of National Integrity as a main component of the comprehensive national reform process according to the vision of His Majesty King Abdullah II Ibn Al Hussein.

This strategy was developed based on a participatory approach stemmed from the royal directions stated in the Royal Letter of Designation to the Prime Minister in September 2016. In this letter His Majesty, confirmed the importance of translating the Integrity and Anti-Corruption Charter and the Integrity and Anti-Corruption Law to practices that are felt by the citizen in the government's administrations daily work and in the public services it provides. The development of this strategy was guided also by the thoughts and directions stipulated in the Sixth Royal Discussion Paper, which was issued by His Majesty in the 16th of October 2016, which emphasized the steady and concrete political will in promoting rule of law and combatting and eliminating corruption. The paper also referred to the fact that the establishment of rule of law cannot be achieved unless in the presence of effective monitoring mechanisms represented by the government's monitoring bodies, headed by the Integrity and Anti-Corruption Commission. The paper also referred to the importance



National Strategy for Integrity & Anti-Corruption 2017-2025

of continuing work on the development of the monitoring mechanisms through the adoption of modern and effective tools in a way that shall guarantee both effectiveness and speediness and address the shortcomings in its work related to the legislative or technical aspects, in an effort to strengthen the citizen's confidence in the state's institutions.

These Royal Directives and the ones before constituted the general overarching framework under which the National Integrity and Anti-Corruption Strategy (2017-2025) was developed, where the Commission utilize in its development a wide set of resources and references, which constituted the Strategy's reference framework. The Strategy also relied on the national plans and conventions, in addition to the pervious related strategies, legislations, national and international reports related to achievements and challenges in the field of integrity and anti-corruption. The Integrity and Anti-Corruption Charter and its executive plan formed the essential building block upon which this Strategy is based. The Commission's team worked together with the strategic planning experts' team on the analysis of the Commission's internal and external environment and on identifying the points of strength and weakness in addition to the related opportunities and challenges. According to the results of the said analysis, the Commission in cooperation with its partners, had reviewed and developed the Commission's visions and mission, in addition to identifying the strategies main components, which are needed to work on for the coming years in order to strengthen the integrity and anti-corruption system.

This Strategy includes several components, which focuses on strengthening the Code of National Integrity and the prevention of corruption, through the establishment of a national anti-corruption environment, raising awareness of the dangerous impacts of corruption, in addition to addressing the gaps in the legislations which may facilitate the commission of corruption, strengthen the related partnerships and the integration of efforts and building the needed institutional capacities.

National Strategy for Integrity & Anti-Corruption 2017-2025



The developers of this strategy hope that they participated in putting one of this country's building blocks and that this document will participate in the realization of the hopes and aspirations of the country's leader related to the exclusive political reform process and to constitute an effective tool in establishing the international integrity standards in all governmental institutions and enhance the public officials integrity and the rest of the private sector's and civil society's institutions in order to curtail corruption and restrict and control its effects.



National Strategy for Integrity & Anti-Corruption 2017-2025

Methodology Applied in the Development of the National Integrity and Anti-Corruption Strategy (2017-2025)

A participatory approach was used in the development of the strategy, which ensured the participation of all the parties concerned in strengthening and promoting the national integrity and anti-corruption system. Many resources and references were utilized as a reference framework to the strategy, were all such resources were analyzed in detail, in addition to holding several discussions between the work team and the experts through brainstorming sessions. The applied strategic planning methodology included the following:

- Establishing a technical work team, composed of Commission's staff in order to develop the Strategy.
- Conducting a training workshop in order to build the Commission's staff capacities in the basic tools, applied in the development of strategic plans and its implementation. The workshop was conducted by a specialized strategic planning expert.
- Analyzing both the external and internal environment related to the strengthening of the national integration system and consolidating rule of law and anti-corruption.
- These sources included the following:
 - The Royal Letters of Designation.
 - The Royal Discussions' Papers.
 - Reviewing and analyzing the related legislations and laws.

National Strategy for Integrity & Anti-Corruption 2017-2025



- Reviewing and analyzing the pervious National Anti-Corruption Strategy (2013-2017).
- Reviewing and analyzing the National Integrity Charter and its executive plan.
- Reviewing and analyzing Jordan's Vision 2025 document.
- Reviewing and analyzing the related organizational structures.
- Reviewing and analyzing the annual reports (Anti-Corruption and the Ombudsman Office).
- Reviewing and analyzing the related previous progress and challenges studies and reports.
- Reviewing the related international reports especially those related to corruption perception indicators.
- Holding specialized workshops and brain storming sessions, where the work team conducted a SWOT analysis, in order to define the strengths and weaknesses, available opportunities and the challenges that might face the Integrity and Anti-Corruption Commission.
- Prepare a summary of the internal and external environments' analysis results with the participation of all parties involved in the strategy's development.
- A workshop attended by all the related parties was held in order to review the analysis results and to develop the draft national integration and anti-corruption strategy (2017-2025), where the following tasks were accomplished:
 - Reviewing and developing the vision.
 - Reviewing and developing the mission.
 - Developing the draft strategic objectives (2017-2025).



National Strategy for Integrity & Anti-Corruption 2017-2025

- Defining the activities and projects needed in order to achieve the strategic objectives, in addition to defining the related performance indicators.
- Holding consultation sessions with all related parties on the national level, which included the public and private sectors in addition to the civil society's institutions and the media.
- Developing the detailed operational plans and defining the needed resources for its implantation after the adoption of the Strategy.
- Defining the outputs and the performance indicators after the adoption of the operational plans.
- Establishing a steering committee to manage the implementation of the Strategy at the beginning of 2017.

The Integrity and Anti-Corruption Commission's Vision and Mission

Vision

“A national environment that upholds integrity, and rejects corruption”

This vision is based on His Majesty King Abdullah II Bin Al Hussein's directives and to the Royal Letters of Designation to the successive governments, especially the letter of designation to the current government dated on the 25th of September 2016. It is also based on the National Integrity and Anti-Corruption Charter which founded the political and social ground to prevent and combat corruption.

The Integrity and Anti-Corruption Commission came in order to lead the efforts aiming to realize this national ambition according to its objectives stated in the Integrity and Anti-Corruption Law number (13) of 2016. The Commission's mission was drafted to be concise and stimulating, in addition to unifying all Jordanians in order to achieve the objective which focuses on the integrity and anticorruption components in the future, where all efforts are concentrated to apply the Code of National Integrity in a comprehensive manner in parallel to creating a society, where all efforts are unified in order to combat all types and levels of corruption.



National Strategy for Integrity & Anti-Corruption 2017-2025

Mission

“Combating all forms of corruption, by isolating and preventing the spread of such practice and limiting its effects, in addition to preserving national resources through the activation of the Code of National Integrity and the consolidation of integrity values, the individual and institutional standards of conduct, good governance, rule of law, integrity, accountability, justice and equal opportunity which will lead to the creation of an anti-corruption environment”.

This message reflects the holy duty of the Commissions in protecting public funds and ensuring the ideal use of the national resources in a way that realizes the state’s objectives. Such function also reflects the ambitions of large segments of the society in establishing a good and corruption free environment, where rule of law and all the individual and institutional integrity standards do prevail in order to achieve the state’s national goals.

This message contains the Code of National Integrity main components for the coming years, which the Commissions will depend on carrying out its functions and public responsibilities in partnership with all related national bodies. Realizing such message will ensure achieving the national goals in employing the state’s resources in a sound and economic manner, which responds to the serious political will in creating a national system that embraces responsible national behavior and sound national values, it also responds to the public’s demand which aspires to create a “A national environment that upholds integrity, and rejects corruption”.

National Strategic Objectives

Based on His Majesty King Abdullah II Bin Al Hussein's directives related to the importance of draying corruption's resources, the strategic objectives of the Integrity and Anti-Corruption Strategy (2017-2025) came in consistency with the principles stipulated in the Integrity Charter and the Executive Plan for Strengthening the Code of National Integrity and Jordan's Vision 2025, also in harmony with the national plans and approaches aiming at activating the National Integrity and Anti-Corruption System. In order to achieve such goal, the Integrity and Anti-Corruption Commission had identified eight strategic objectives which will be the vehicle towards achieving the Commission's vision:

1. The activation of the Code of National Integrity and the consolidation of the integrity principles and standards in order to create an anti-corruption national environment:

This objective reflects the Commission's base function and directly contributes to the realization of its vision, through the creation of a national anti-corruption environment, in cooperation with all partners representing the various related sectors and through strengthening the moral and behavioral values and building the good governance frameworks, strengthening principles of transparency, accountability, justice, equality, equal opportunities and promoting rule of law and combating nepotism and Favoritism.

2. Creating the national environment, which will contribute to combating corruption, through raising the national awareness of the society, institutions and individuals:

This objective focuses on the creation of a comprehensive national understanding towards corruption and its negative effects and the necessity to combat such practice. It also



National Strategy for Integrity & Anti-Corruption 2017-2025

focuses on creating an anti-corruption public opinion, through national awareness at all levels and across all sectors.

3. Prevention of corruption, by draining its resources and limiting its effects through the application of effective preemptive measures:

This is done by taking proactive actions that prevent corruption before it takes place and by developing the needed mechanisms to achieve such goal.

4. The consecration of the enforcement of the Integrity and Anti-Corruption Law as the basis for rule of law:

This objective is achieved through building the capacities for carrying out the needed anti-corruption tasks and functions and improving the cooperation frameworks with the various partners in relation to achieving prompt justice and prompting rule of law.

5. Improving and tightening the provisions of the current and future legislations by bridging the existing gaps which might lead to corruption:

This objective focuses on reviewing and analyzing the national legislations in order to make sure that it is aligned with the integrity and anti-corruption principles and bridging all the gaps that might lead to corruption, in addition to make sure that such legislations comply with the international conventions and agreements and comply with its provisions.

6. Strengthening the partnerships and the integration of efforts with all national and international partners:

This objective focuses on the development of and institutionalization of partnerships and on the development of the frameworks governing the Commission's work in its relation with the various national and international partners in the field of strengthening integrity and prevention of corruption, rule of law, and the development of joint cooperation programs.

7. Strengthening the media and communications channels:

This objective focuses on communicating the Commission's message to all targeted groups, rally the support for combating corruption and bridge the gap with the public opinion, through the utilization of the communication channels, tools and messages and by developing the needed cooperation programs, working jointly with the traditional media and making use of the other social media tools.

8. Developing the Commission's institutional capacities and improving its performance in a way that will enhance the Commission's achievements:

This objective focuses on the development and strengthening of the Commission's institutional capacities through a comprehensive institutional development process, services improvements, raising the capacity of its staff members and make best use of partnerships, within a comprehensive and integrated application of the models of international excellence.



National Strategy for Integrity & Anti-Corruption 2017-2025

Programs and Projects

First Objective:

Activation of the Code of National Integrity and the entrenchment of the integrity principles and standards in order to create an anti-corruption national environment

Programs: 1) Rule of Law 2) Combating Nepotism and Favoritism 3) Good Governance 4) Strengthening the Good Conduct Values on the Institutional and Individual Levels 5) Transparency and the Provision of Information

First Program – Rule of Law

Strategic Objective

Protection and strengthening of the “Rule of Law” Principle and monitoring the application of justice in all the public administration institutions and all its functions.

Projects (6)

Number	Project	Project Goals	Performance Indicators
1.	Justice, Equality and Equal Opportunities	<p>The Project aims to:</p> <ul style="list-style-type: none"> Monitoring the application of law on all persons without any favoritism or leniency. Ensuring the application of the law on public officials according to the same standards. Monitoring the application of justice in 	<ul style="list-style-type: none"> The percentage related to the decrease in the number of complaints and objections

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project Goals	Performance Indicators
		<p>all the public administration institutions and all its functions. For example, (the government's procurement and bidding process, employment, recruitment and hiring practices, study scholarships, trainings, grants and the allocation of university seats, the public services provided by the state's institutions, the special services provided by the specialized institutions such as the services provided for persons with disabilities, agricultural loans, social aid and all other governmental services).</p>	
2.	Developing the Grievances and Complaints System	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Ensure the easy and speedy reception of the citizens' complaints by the competent administration. • Ensure the prompt response by the competent administration to the complaint and make sure that there is no prejudice inflicted on the citizen by the public administration. 	<ul style="list-style-type: none"> • The percentage of the grievances and complaints that had been resolved to the total number of the submitted complaints.

Number	Project	Project Goals	Performance Indicators
3.	Protection of the “Rule of Law” Principle by all National Institutions and Officials	<p>The Projects aims to:</p> <ul style="list-style-type: none"> • Monitor the public features which constitute a violation of the rule of law principle and directing the competent institutions in order to follow up and remedy such practices. • Make sure that all national institutions and its official are committed to the protection, care and promotion of the rule of law concepts. 	<ul style="list-style-type: none"> • The percentage of Cases that were reviewed and a report was drafted in relation to them to the total number of identified cases. • The percentage of Cases in which the public administration provided the protection and care to the rule of law principle to the total number of identified incidents.

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project Goals	Performance Indicators
4.	Accountability and Liability	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Ensure the Dissemination and promotion of the professional codes of conduct and ethics in all governmental institutions and sectors in addition to ensure compliance with such codes and ethics. • Stimulate achievements and excellence in the public sector. • Follow up on the responsibilities (administrative, legal and financial) of public officials and decision makers in relation to their decisions, policies, procedures and provide the recommendations regarding accountability and liability when needed. 	<ul style="list-style-type: none"> • The number of reviewed and activated codes of conduct. • The percentage of incidents, where officials have been held liable and accountable to the total number of investigated incidents.
5.	Developing Internal Monitoring Units	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Unification of the institutional reference to all these monitoring and control units in order to ensure high levels of performance and ensure that such units will continue to perform 	<ul style="list-style-type: none"> • The number of internal monitoring units of which a cooperation and relationship



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project Goals	Performance Indicators
		<p>their functions in an efficient and effective manner.</p> <ul style="list-style-type: none"> Electronically connect the monitoring unit with the Commissions and submitting the needed reports to it: <ul style="list-style-type: none"> For preventive anti-corruption reasons. To ensure the governmental adherence to the national integrity standards. Ensure the accurate monitoring of all the rule of law applications in the various state's institutions. 	<p>framing have been done with</p>
6.	The Good Citizen	<p>This Project aims to:</p> <ul style="list-style-type: none"> Implement a comprehensive and sustainable awareness regarding the "Rule of Law Principle" and its applications in the citizen's daily life and in the state's public policies and demonstrate the importance of the collective and individual national compliance in all national sectors and levels. in addition to pointing out the 	<ul style="list-style-type: none"> Improvement Percentage of public's understanding to the importance of rule of law and the importance of applying it Executed awareness

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project Goals	Performance Indicators
		<p>societal and economical damages that affect the country when the rule of law principle is violated or infringed upon. The project also takes into consecration that there is no overlap between the functions of the various governmental institutions working in this field.</p> <ul style="list-style-type: none"> • Implement a permanent monitoring scheme on the main aspects of violations to the “Rule of Law Principle”, in addition to studying such violations, its harmful effects, notifying the competent authorities about them and provide the necessary recommendation if needed. 	activities



National Strategy for Integrity & Anti-Corruption 2017-2025

The activation of the Code of National Integrity and the consolidation of the integrity principles and standards in order to create an anti-corruption national environment

Programs: 1) Rule of Law 2) Combating Nepotism and Favoritism 3) Good Governance 4) Strengthening the Good Conduct Values on the Institutional and Individual Levels 5) Transparency and the Provision of Information

Second Program – Combating Nepotism and Favoritism

Strategic Objective:

Reduce the nepotism and favoritism phenomena in a manner that will prohibit its use in appointments to public administration's posts and in the provision of public services

Projects (6)

Number	Project	Project's Goals	Performance Indicators
7.	Friends of Integrity and Enemies of Nepotism	<ul style="list-style-type: none"> The Project aims to: Create a national consensus of all segments of society and develop, manage and supervise its activities and utilize for planning, follow up and correction purposes in the field of combating nepotism and favoritism. Strengthen the confidence in the public administration and the states' measures and its institutions seriousness in combating nepotism. 	<ul style="list-style-type: none"> Number of Parties joined the coalition Number of joint activities implemented by the coalition Improvement of trust level in public administration

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
8.	The Public Administrations' Electronic Services	<p>The Project aims to:</p> <ul style="list-style-type: none"> Encourage and push the competent governmental bodies to develop the services provided by the various state's institutions and establish a computerized system which allows the provision of services with a minimal human interference/contact in order to limit nepotism and favoritism according to established and adopted standards. Encourage and push for the adoption of a comprehensive computerized governmental system. 	<ul style="list-style-type: none"> The level of progress in the automation of the government's service provision systems.
9.	Awareness regarding the Dangers of Nepotism and Favoritism	<p>The Project aims to:</p> <ul style="list-style-type: none"> Create awareness regarding the dangers of nepotism and favoritism and the damages resulting from such practices on the national and individual levels, in addition to the development and implementation of a set of behavior correction tools in order to reduce the use of such practices. 	<ul style="list-style-type: none"> The number of implemented activities. The improvement in the citizen's opinion and impression regarding the reduction of nepotism and favoritism practices use.



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
10.	Criminalizing Nepotism and Favoritism	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Create an anti-nepotism and favoritism environment through the development and implementation of a comprehensive legislative, public and medial program, which participates in the criminalization of such practices and ensure justice, equality, equal opportunities, transparency and accountability. • Work with the various partners such as the Civil Service Bureau and the other service providing institutions on the development of the related legislations and on the criminalization of nepotism without any limitations. 	<ul style="list-style-type: none"> • Improvement percentage in citizens rejecting nepotism and favoritism • National responsiveness size in rejecting nepotism and favoritism
11.	Monitoring Nepotism and Favoritism	<p>The Project aims to:</p> <ul style="list-style-type: none"> • The systematic monitoring and follow up of nepotism and favoritism cases in the governmental institutions and bodies on all levels each within its area of competency. • Random monitoring of selecting sectors such as civil service, development and employment, study scholarships and universities, bidding and procurements, recruitments to high level posts. 	<ul style="list-style-type: none"> • The number of implemented monitoring activities.

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
12.	Employing other Awareness Efforts in Combating Nepotism and Favoritism	The Project aims to: <ul style="list-style-type: none"> • Ensure that this strategy's projects include the components and concepts needed in order to combat nepotism and favoritism, in addition to working towards the realization of the following project's objectives: <ul style="list-style-type: none"> - Projects (24-27). - Projects (31-37). - Projects (66-70). 	<ul style="list-style-type: none"> • The number of projects which integrated the anti-nepotism and favoritism concepts and content..



National Strategy for Integrity & Anti-Corruption 2017-2025

The activation of the Code of National Integrity and the consolidation of the integrity principles and standards in order to create an anti-corruption national environment	
Programs: 1) Rule of Law 2) Combating Nepotism and Favoritism 3) Good Governance 4) Strengthening the Good Conduct Values on the Institutional and Individual Levels 5) Transparency and the Provision of Information	
Third Program – Good Governance	
Strategic Objective	Entrench, activate and monitor the good governance mechanism in the public sector in order to ensure the correctness of national decisions and policies and the effectiveness of the procedures and services.
Projects (6)	

Number	Project	Project's Goals	Performance Indicators
13.	Governance of the High-Level Administrations in the Public-Sector	<p>The project aims to:</p> <ul style="list-style-type: none"> Review and develop the frameworks that ensure good governance in the development of the national policies and the decision-making mechanisms on the high administrations' level (the Prime Ministry (Council of Ministers, ministries and other equivalent institutions). Ensure that such institutions comply with specific and clear governance standards (good planning, review and audit, lawful procedures, transparency, best utilization of resources and rule of law), in addition to any other aspects. Monitoring the general compliance. 	<ul style="list-style-type: none"> Percentage of published decisions on the ministry's website to overall issues decisions in measuring year

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
14.	Governance of the Mid-Level Administrations in the Public-Sector	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Review and develop the frameworks that ensure good governance in decision-making on the mid administrations' level in the public sector and preserve the institutional resources (financial, human and any other resources) and ensure its good utilization, through the governance of the decisions and procedures on the level of such demonstrations to ensure The application of the integrity and good governance standards and the announcement of its decisions and publishing them on its websites, where the commission will participate in the identification of the gaps and in the development of governance standards and manuals related to the governance of the decision-making process and the application of the related procedures. • Monitoring the general compliance. 	<ul style="list-style-type: none"> • The presence of a governance and strict mechanism for middle management decision making in the public sector • Percentage of published decisions in targeted institutions to total number of issued decision in the measuring year



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
15.	Governed of the Direct Administrations in the Public Sector	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Ensure the compliance with the procedures' governance on the direct administration's level and ensure that such procedures fulfil the integrity and good governance requirements, where the Commission shall monitor the level of such administrations' compliance with applying the procedures according to the governance standards and manuals. • Monitoring the general compliance. 	<ul style="list-style-type: none"> • The presence of governance standards and manuals on the direct administration's level in the public sector.
16.	Promoting Integrity in Associations, Unions and Chambers of Commerce	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Develop the partnerships, work mechanisms and cooperation with the monitoring bodies responsible for the work of associations, unions and chambers of commerce. • Promoting integrity within such institutions, through the development of and ensuring the compliance with the adopted standards, which include the good governance, the rule of law and conflict of interests' standards. 	<ul style="list-style-type: none"> • The presence of governance standards and manuals for associations, unions and chambers of commerce. • The number of Civil Society Institutions (associations,

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
			unions and chambers of commerce), that were measured in relation to their compliance with the integrity standards.
17.	Promoting Integrity in the Privat Sector (Public Shareholding Companies)	<p>The Project aims to:</p> <ul style="list-style-type: none"> Develop the partnerships with the monitoring bodies responsible for the private sector's institutions (public shareholding companies), in order to work towards the promotions of its adherence to the integrity standards and the publications of its decisions, in addition to the publication of its budgets and the development of the documentation and report issuance processes. 	<ul style="list-style-type: none"> The number of companies that were measured in relation to its compliance with the integrity standards.



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
18.	Ensuring that the Public Administration takes its Decisions and Provide its Services in a Transparent, Just and High Quality Manner	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Ensure that the public administration takes its decisions and provide its services in a transparent, just and high quality manner. 	<ul style="list-style-type: none"> • The percentage of the public administration decisions which has been reviewed in relation to its compliance with the good governance and transparency standards to the total number of decisions taken in the related year.

National Strategy for Integrity & Anti-Corruption 2017-2025



The activation of the Code of National Integrity and the consolidation of the integrity principles and standards in order to create an anti-corruption national environment

Programs: 1) Rule of Law 2) Combating Nepotism and Favoritism 3) Good Governance 4) Strengthening the Good Conduct Values on the Institutional and Individual Levels 5) Transparency and the Provision of Information

Fourth Program – Strengthening the Individual and Institutional Behavioral Norms and Values

Strategic Objective

Influencing the professional conduct of the public official and the governmental institutions in order to enhance the performance and the quality of the provided services in addition to the effective management of resources.

Projects (4)

Number	Project	Project's Goals	Performance Indicators
19.	Consolidation of the Conduct Values and Norms in the Public Administration's Institutions	<p>This Projects aims to:</p> <ul style="list-style-type: none"> • Develop the tools and mechanisms necessary to entrench the institutional values and norms of conduct in the public administration's institutions, such as manuals, publications, continues electronic messages, lectures and behavioral change programs. • Implementing the developed mechanisms and measuring its effect. 	<ul style="list-style-type: none"> • Number of the institutions which developed and published messages which consolidate conduct values and norms to its related staff member. • The percentage of improvement in the



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
			level of awareness of the rules of conduct among public officials (in comparison with the base year 2017).
20.	The Compliance in the Public-Sector	<p>The Project aims at:</p> <ul style="list-style-type: none"> • Define and develop the national integrity standards related public sector. • Ensure that public administration adherence to such standards. • Building the human and institutional capacities of through the related specialized programs. 	<ul style="list-style-type: none"> • The number of institutions that were measured in relation to compliance. • The number of improvements that were applied by the complying institutions in order to enhance integrity and anti-corruption measures.
21.	The Compliance in the Private Sector and Civil Society Institutions	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Define and develop the national integrity standards related to the private sector. • Define and develop the national 	<ul style="list-style-type: none"> • Number of institutions that were measured in relation to its compliance.

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
	Project	<p>integrity standards related to the Civil Society Institutions.</p> <ul style="list-style-type: none"> • Monitor the compliance of the private sector with such standards in coordination with the Companies' Controller Department. • Random monitoring of the Civil Society Institutions in relation to its compliance with the integrity standards related to this sector. 	<ul style="list-style-type: none"> • The number of improvements that were applied by the complying institutions in order to enhance integrity and anti-corruption measure
22.	Adding Integrity as One of King Abdallah II Award for Excellence Standards	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Cooperation with King Abdallah II Center for Excellence in order to add integrity as one of the excellence awards' standards and to develop the related sup standards and implementation mechanisms. 	<ul style="list-style-type: none"> • The percentage of achievement in relation to adding integrity as one of the award's standards.



National Strategy for Integrity & Anti-Corruption 2017-2025

The activation of the Code of National Integrity and the consolidation of the integrity principles and standards in order to create an anti-corruption national environment

Programs: 1) Rule of Law 2) Combating Nepotism and Favoritism 3) Good Governance 4) Strengthening the Good Conduct Values on the Institutional and Individual Levels 5) Transparency and the Provision of Information

Fifth Program – Transparency and Provision of Information

Strategic Objective Monitoring the development of the transparency mechanisms in the public sector's institutions and monitoring the governmental compliance with such mechanisms in order to ensure integrity, credibility and the Reliability of public policies.

Projects (1)

Number	Project	Project's Goals	Performance Indicators
23.	Information Classification and Publication at the Public Administration Institutions and Ensuring the Citizen's Right to Access to Information	The project aims to: <ul style="list-style-type: none"> Follow up on the high-level administration's compliance represented by the public institutions implementation of the Right of Access to Information Law, through following up the classification and provision of information and ensure that it have been according to the law. 	<ul style="list-style-type: none"> Number of classified documents Percentage of normal information to classified information

National Strategy for Integrity & Anti-Corruption 2017-2025



Second Objective:	
Creating the national environment, which will contribute to combating corruption, through raising the national awareness of the society, institutions and individuals	
Programs: 6) Educating students in cooperating with educational institutions 7) awareness raising in cooperation with civil society institutions 8) educating the public administration officials and national figures. 9) awareness and developing an anti-corruption public opinion through media channels.	
Sixth Program – Educate students in cooperation with the educational institutions	
Strategic Objective	Creating a comprehensive awareness among school and university students and in all educational levels in addition to qualifying a national generation capable of addressing the scourge of corruption.
Projects (4)	

Number	Project	Project's Goals	Performance Indicators
24.	Revision and Development of the Educational Materials at the Jordanian Schools, in relation to Integrity and Anti-Corruption	The Project aims to: <ul style="list-style-type: none"> • Coordinate with the Ministry of Education to review and revise the education materials in the Jordanian schools in order to integrate the concepts of integrity and anti-corruption. • Work with the Ministry of Education in order to build the anti-corruption moral system and to change the 	<ul style="list-style-type: none"> • Develop and sign an agreement between the Commission and the Ministry of Education. • The number of educational material that have been developed. • The percentage of



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
		students' behavior in all levels of education.	improvement in the students' awareness in relation to integrity and the dangers of corruption (in cooperation to the base year 2017).
25.	Teachers' Training and Capacity Building in the Field of Integrity and Anti-Corruption System	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Cooperate with the Ministry of Education and the relevant bodies in order to develop and implement teachers' training programs and to enable such teachers to teach the new educational materials which contain the principles of integrity and anti-corruption. • Integrate related concepts in the teaching methods. 	<ul style="list-style-type: none"> • The number of developed and implemented teachers' training programs. • The number of trained teachers.
26.	Cooperation between Universities and High Education	<p>The Project aims to:</p> <ul style="list-style-type: none"> • Cooperate with the related high education institutions in order to integrate the concepts of integrity and 	<ul style="list-style-type: none"> • Develop and sign an agreement between the Commission and

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
	Institutions in the Revision, Development and Teaching of Integrity related Materials	anti-corruption in the relevant educational materials. <ul style="list-style-type: none"> • Develop specialized educational materials. 	the Ministry of Higher Education. <ul style="list-style-type: none"> • The number of the educational materials that have been developed. • The percentage of improvement in the university students' awareness in relation to integrity and the dangers of corruption (in comparison with the base year 2017).
27.	Educating the Universities' Teaching Faculties members on the	The Project aims to: <ul style="list-style-type: none"> • Educate the universities' teaching faculties on the integrity and anti-corruption system. 	<ul style="list-style-type: none"> • The number of trained universities' teaching faculties members.



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
	Integrity and Anti-Corruption System		

National Strategy for Integrity & Anti-Corruption 2017-2025



Second Objective: Creating the national environment, which will contribute to combating corruption, through raising the national awareness of the society, institutions and individuals.

Programs: 6) Educating students in cooperating with educational institutions 7) awareness raising in cooperation with civil society institutions 8) educating the public administration officials and national figures. 9) awareness and developing an anti-corruption public opinion through media channels.

Seventh-Program: awareness raising in cooperation with civil society institutions

Strategic Objective

The establishment and development of a comprehensive awareness state in the Jordanian society to create an environment of anti-corruption in cooperation with religious institutions.

Projects (3)

Number	Project	Project's Goals	Performance Indicators
28.	Qualifying clerics and Imams of Mosques in the field of "integrity and anti-corruption awareness".	<p>The Project aims to:</p> <ul style="list-style-type: none"> Collaborate with Ministry of Islamic Awqaf Trust Affairs to integrate the concepts of Integrity & anti-Corruption in the religious speech. Develop and execute the Imams of Mosques and preachers' capacity building program to ensure the integration of these concepts in given lessons, lectures and religious speeches. And ensure the focus on 	<ul style="list-style-type: none"> Number of qualified clerics. The proportion of qualified clerics to



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
		religious guidance that foster morals & ethics as well as the importance of commitment to integrity, dedication and anti-corruption.	
29.	Centralized messages through Awqaf Ministry's System	<p>The project aims to:</p> <ul style="list-style-type: none"> • Collaborate with the Ministry of Islamic Awqaf Trust Affairs to develop the content of “religious oriented” messages that urge morals & ethics in anti-corruption and integrity enhancement. • Design and share messages through Ministry of Islamic Awqaf Trust Affairs channels. 	<ul style="list-style-type: none"> • Number of conveyed messages • Size of targeted group of which the message was conveyed to.
30.	Qualifying Christian clerics in topics of integrity awareness and anti-corruption	<p>The project aims to:</p> <ul style="list-style-type: none"> • Collaborate with Christian religious institutions to merge the integrity and anti-corruption concepts in the religious speech through lessons and preaching given. • Ensure the concentration on “religious directions” that urge morals and the importance to adhere to integrity, loyalty and combating corruption. 	<ul style="list-style-type: none"> • Number of qualified clerics. • The proportion of qualified clerics to total number of clerics.

National Strategy for Integrity & Anti-Corruption 2017-2025



Second Objective: Creating the national environment, which will contribute to combating corruption, through raising the national awareness of the society, institutions and individuals.

Programs: 6) Educating students in cooperating with educational institutions 7) awareness raising in cooperation with civil society institutions 8) educating the public administration officials and national figures. 9) awareness and developing an anti-corruption public opinion through media channels.

Eighth-Program: educating the public administration officials and national figures

Strategic Objective

Qualifying public sector's second row leaders to take over the responsibilities of senior management with paying full awareness to corruption risks, harms and combating methods.

Projects (3)

Number	Project	Project's Goals	Performance Indicators
31.	National figure's "integrity awareness"	The project aims to: <ul style="list-style-type: none"> Aware national figures to the principles of integrity in various fields, including but not limited to political, economic, literary, scientific, technical, and public opinion leaders. 	<ul style="list-style-type: none"> Number of "worked with" figures (distributed on various sectors)
32.	Integrity Principles awareness for public administration officials	The project aims to: <ul style="list-style-type: none"> Awareness of public administration officials to the principles of integrity and the importance of combating corruption in any form. 	<ul style="list-style-type: none"> Number of implemented awareness activities Number of "Worked With" officials



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
		<ul style="list-style-type: none"> Awareness of public administration officials of implementation and follow up mechanisms that the public official has to execute to enhance integrity and anti-corruption (at the initial stages the focus will be on middle management represented by directorates managers) 	
33.	New employee's integrity principles awareness	<p>The project aims to:</p> <ul style="list-style-type: none"> Ensure that new employees are aware about national integrity and anti-corruption standards and applied code of conduct whilst informing them about institution- related legislations (if applicable). Ensure that new employees are informed about obligations arising therefrom and are adhering to it. 	<ul style="list-style-type: none"> Number of trained employees Number of conducted trainings and activities. The percentage of new employees trained in the institute of public administration to total number of new employees in the year measured.

National Strategy for Integrity & Anti-Corruption 2017-2025



Second Objective: Creating the national environment, which will contribute to combating corruption, through raising the national awareness of the society, institutions and individuals.	
Programs: 6) Educating students in cooperating with educational institutions 7) awareness raising in cooperation with civil society institutions 8) educating the public administration officials and national figures. 9) awareness and developing an anti-corruption public opinion through media channels.	
Ninth-Program: awareness and developing an anti-corruption public opinion through media channels.	
Strategic Objective	Engagement of the available media in order to establish and develop a comprehensive state of awareness in the Jordanian society to create an anti-corruption environment.
Projects (4)	

Number	Project	Project's Goals	Performance Indicators
34.	Visual media awareness	<p>The project aims to:</p> <ul style="list-style-type: none"> • Determine activities and awareness campaigns objectives through local visual media platforms (TV) and determine targeted groups and partners. • Design integrity and anti-corruption awareness activities while implementing and measuring its impact. 	<ul style="list-style-type: none"> • Number of implemented media related activities.

Number	Project	Project's Goals	Performance Indicators
35.	broadcast media awareness	<p>The project aims to:</p> <ul style="list-style-type: none"> • Determine activities and awareness campaigns objectives through local broadcast media platforms (Radio) and determine targeted groups and partners. • Design awareness activities of integrity and anti-corruption while implementing it and measuring its impact. 	<ul style="list-style-type: none"> • Number of implemented media related activities.
36.	Visual, audio and printed media awareness	<p>The project aims to:</p> <ul style="list-style-type: none"> • Determine activities and awareness campaigns objectives through local visual and printed media (newspapers, magazines, publications, billboards and websites) and determine targeted groups and partners. • Design awareness activities of integrity and anti-corruption while implementing it and measuring its impact. 	<ul style="list-style-type: none"> • Number of implemented media related activities.

Number	Project	Project's Goals	Performance Indicators
37.	Social media awareness	<p>The project aims to:</p> <ul style="list-style-type: none"> • Determine activities and awareness campaigns objectives through social media (Twitter, Facebook, Google+, YouTube, Instagram) and determine targeted groups and partners. • Design awareness activities of integrity and anti-corruption while implementing it and measuring its impact. 	<ul style="list-style-type: none"> • Number of shared messages on social media • The annual increase percentage of followers on IACC social media accounts • The interactions percentage increase on commission's messages via social media platforms



National Strategy for Integrity & Anti-Corruption 2017-2025

Third Objective: Prevention of corruption, by draining its resources and limiting its effects through the application of effective preemptive measures.			
Programs: 10) Prevention and Monitoring 11) Sectoral Studies			
Tenth-Program: Prevention and Monitoring.			
Strategic Objective	Keep the most corruption vulnerable areas under control and isolate and prevent its spread through continuous monitoring, sustainable risk assessment and deterrence measures establishment		
Projects (5)			
Number	Project	Project's Goals	Performance Indicators
38.	identifying and evaluating risks	The project aims to: <ul style="list-style-type: none"> Identifying and evaluating corruption-related risks. And developing risk management system through the development of necessary tools to gather and analyze data as well as determining and evaluating risks in the corruption field and set the necessary recommendations that addresses those risks. 	<ul style="list-style-type: none"> Determining and evaluating corruption related risks reports completion percentage
39.	Deterrence	The project aims to: <ul style="list-style-type: none"> Develop deterrence tools and mechanisms to prevent and ban corruption. 	<ul style="list-style-type: none"> Number of implemented deterrence

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
		<ul style="list-style-type: none"> Build the commission's HR capacity in preventing corruption and execute deterrence measures in a continuous and methodological manner. 	activities
40.	Continuous monitoring of suspicious activities	<p>The project aims to:</p> <ul style="list-style-type: none"> develop a monitoring and evaluation system to analyze related local, regional and international events such as (Major deals, stock prices fluctuations and sudden wealth etc...) that might form a gateway to breach integrity and/or corruption system. Daily and periodic reports and recommendations to concerned parties within the commission. Build, develop and sustain integrated systems and database. Data linkages with partners to acquire and analyze related information. 	<ul style="list-style-type: none"> The number of information sources covered by continuous monitoring.
41.	Mystery shopper	<p>The project aims to:</p> <ul style="list-style-type: none"> Monitor the field through Mystery Shopper tools in partnership with security agencies and other concerned bodies. 	<ul style="list-style-type: none"> Number of mystery shopper visits executed



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
42.	Liaison officers	<p>The project aims to:</p> <ul style="list-style-type: none"> • Build and develop liaison officer's (to relevant authorities) capacity. • Develop liaison officer's practical framework that include policies, procedures and communication channels to accomplish the commission's objectives and carry out its functions optimally. 	<ul style="list-style-type: none"> • Number of qualified and activated liaison officers

National Strategy for Integrity & Anti-Corruption 2017-2025



Third Objective: Prevention of corruption, by draining its resources and limiting its effects through the application of effective preemptive measures.	
Programs: 10) Prevention and Monitoring 11) Sectoral Studies	
Tenth-Program: Sectoral Studies.	
Strategic Objective	Develop a “most vulnerable to corruption sectors” updated knowledge base and exploit it as a preventive measure.
Projects (2)	

Number	Project	Project’s Goals	Performance Indicators
43.	Integrity and anti-corruption studies and sectoral research	<p>The project aims to:</p> <ul style="list-style-type: none"> • Develop studies and sectoral research mechanisms in integrity and anti-corruption and other related subjects. • Develop detailed and phased work plan to execute both studies and sectoral research according to sectors more susceptible to corruption. 	<ul style="list-style-type: none"> • Number of studies/research accomplished according to commission’s research plan.
44.	Joint Integrity and anti-corruption research and studies with local, regional and international institutions	<p>The project aims to:</p> <ul style="list-style-type: none"> • Establish partnerships with local, regional and international institutions related to research, studies and reports about integrity and anti-corruption. <p>Collaborate in joint studies and expertise exchange in related researches.</p>	<ul style="list-style-type: none"> • Number of signed memorandum of understanding. • Number of executed joint activities



National Strategy for Integrity & Anti-Corruption 2017-2025

Fourth Objective: The consecration of the enforcement of the Integrity and Anti-Corruption Law as the bases for “rule of law”.	
Programs: 12) Law Enforcement	
Twelfth-Program: Law Enforcement	
Strategic Objective	Develop & devote commission’s law enforcement for “rule of law” principle through raising professional, technical, human, financial, and institutional capacities.
Projects (7)	

Number	Project	Project’s Goals	Performance Indicators
45.	Management mechanism development for Property, seized moveable and immovable assets	<p>The project aims to:</p> <ul style="list-style-type: none"> • Collaborate with concerned authorities to develop and implement an integrated system to manage seized moveable and immovable assets. • Provide the necessary mechanism(s) to preserve it until a decision regarding seized property and assets is made in accordance with applicable legislation. 	<ul style="list-style-type: none"> • Mechanism development progress percentage.

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
46.	Mutual legal assistance	<p>The project aims to:</p> <ul style="list-style-type: none"> • Develop mutual legal assistance standard operating procedures. • Criminal information exchange with partnering bodies/authorities. 	<ul style="list-style-type: none"> • Progress percentage of Standard operating procedures development
47.	Mutual investigation mechanism development	<p>The project aims to:</p> <ul style="list-style-type: none"> • Build the commission's capacity in anti-corruption investigation. Partnerships institutionalization in this field with local, regional and international concerned authorities. • Develop mutual investigatory, expertise exchange and information policies and procedures. 	<ul style="list-style-type: none"> • Number of authorities of which mutual investigation mechanisms were developed with
48.	Data Linkages	<p>The project aims to:</p> <ul style="list-style-type: none"> • Coordinate with partners to identify mutual data linkages needs. Develop private agreements and regulatory framework for data linkages. Information exchange between the commission and partner (each separately). • Provide the data linkages required 	<ul style="list-style-type: none"> • Number of authorities of which data linkages were executed with

Number	Project	Project's Goals	Performance Indicators
		infrastructure and execute the data linkages process (technical operations will be within the e-transformation project).	
49.	Contribute to the development of assets and asset-recovery mechanisms	The project aims to: <ul style="list-style-type: none"> Contribute in developing tracking and recovering assets mechanisms with cooperation of partnering authorities. 	<ul style="list-style-type: none"> Mechanism development progress percentage
50.	Development of digital evidences lab	The project aims to: <ul style="list-style-type: none"> Develop the digital evidence lab and improve its human and technical capabilities. Update the lab's equipment, tools and software used and provide the lab with the latest equipment and tools in this field. 	<ul style="list-style-type: none"> Number of updated devices and software Number of newly provided software and equipment for the lab
51.	References recruitment	The project aims to: <ul style="list-style-type: none"> Develop the commission's resources network through references recruitment and management & gathering and analyzing data. 	<ul style="list-style-type: none"> Reference recruitment progress percentage

National Strategy for Integrity & Anti-Corruption 2017-2025



Fifth Objective: Improving and tightening the provisions of the current and future legislations by bridging the existing gabs which might lead to corruption	
Programs: 13) Review, Analyze and Develop national legislations 14) Revision of International treaties and agreements related to integrity and anti-corruption	
Thirteenth-Program: Review, Analyze and Develop national legislations	
Strategic Objective	The development of specialized national legislations compatible with the generic integrity and anti-corruption environment to shut any corruption loop(s).
Projects (4)	

Number	Project	Project's Goals	Performance Indicators
52.	Identifying the national effective legislative gaps	The project aims to: <ul style="list-style-type: none"> Identify and analyze the national effective legislative gaps and identify the legal gaps that might lead to corruption. Set the necessary amendments and recommendations within the commission's framework and capabilities 	<ul style="list-style-type: none"> Number of reviewed legislations Number of issued reports and recommendations



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
		and work with partners on amending these legislations.	
53.	Percentage of new legislation projects that has been reviewed by the commission to total number of legislation projects in the measuring year.	<p>The project aims to:</p> <ul style="list-style-type: none"> • Coordinate with both legislative and executive authorities to review the new legislations proposals and ensure its alignment to the principles of integrity and that there are no gaps that can lead to corruption. • Review new legal projects and provide legal reviews from the commission's perspective. 	<ul style="list-style-type: none"> • Development of new or amended legislations proposals in accordance to integrity and anti-corruption principles
54.	Integrity and anti-corruption specialized legal studies	<p>The project aims to:</p> <ul style="list-style-type: none"> • Conduct specialized legal studies and research in areas of integrity and anti-corruption, which can be used for the development of national legislation in the future. 	<ul style="list-style-type: none"> • Number of completed studies

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
55.	Limiting complementary regulations and instructions related to national legislations	The project aims to: <ul style="list-style-type: none"> Review and limit complementary regulations and instructions related to national legislations that have to do with integrity and anti-corruption commission's work. 	<ul style="list-style-type: none"> Completed complementary regulations and instructions progress percentage



National Strategy for Integrity & Anti-Corruption 2017-2025

Fifth Objective: Improving and tightening the provisions of the current and future legislations by bridging the existing gabs which might lead to corruption	
Programs: 13) Review, Analyze and Develop national legislations 14) Revision of International treaties and agreements related to integrity and anti-corruption	
Fourteenth-Program: Revision of International treaties and agreements related to integrity and anti-corruption	
Strategic Objective	Achieve synergy and compatibility between Jordanian integrity and anti-corruption legislations and international law particularly the international anti-corruption convention.

Projects (1)

Number	Project	Project's Goals	Performance Indicators
56.	revision of Jordanian legislation suitability with international treaties and bilateral agreements in the area of integrity and anti-corruption	<p>The project aims to:</p> <ul style="list-style-type: none"> • Revise and analyze international treaties and bilateral agreements related to integrity and anti-corruption that Jordan adhered to. • Determine the extent of compatibility of Jordanian legislations and policies with it, and the requirements to achieve it and provide recommendations and development plans in this field. 	<ul style="list-style-type: none"> • Number of agreements of which related Jordanian legislations were revised.

Sixth Objective: Strengthening the partnerships and the integration of efforts with all national and international partners	
Programs: 15) Cooperation and partnership with official entities 16) Cooperation and partnership with international entities and donors 17) Cooperation and partnership with civil society institutions and private sector	
Fifteenth-Program: Cooperation and partnership with official entities	
Strategic Objective	Establish and develop professional partnerships with the 3 authorities and governmental, security and regulatory institutions to enhance both progress and performance levels in the fields of national integrity and anti-corruption.
Projects (4)	

Number	Project	Project's Goals	Performance Indicators
57.	The development of partnerships with regulatory bodies/authorities	<ul style="list-style-type: none"> The project aims to: Review, analyze and identify mutual needs between the commission and other regulatory authorities and develop necessary mechanisms and agreements to achieve 	<ul style="list-style-type: none"> Number of developed partnerships and signed memorandum of understanding Number of joint activities

		<p>maximum benefit from the cooperation in strengthening Code of National Integrity and combating corruption.</p> <ul style="list-style-type: none"> • Identify mutual activities and projects while setting coordination mechanisms and ensure the integration of efforts in execution. • Mutual cooperation to develop an institutional framework for mutual efforts and cooperate in achieving mutual needs. Design and execute mutual projects and develop institutional communication channels. 	<ul style="list-style-type: none"> • Number of data linkages projects with regulatory authority partners
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58.	Security official entities partnership	<p>The project aims to:</p> <ul style="list-style-type: none"> • Identify partnering and collaboration areas between the commission and security official entities. • Identifying needs specially in investigation, intelligence, information exchange and technical expertise exchange and ensure the integrations between the two parties. 	<ul style="list-style-type: none"> • Number of developed partnerships • Number of joint activities and projects.
59.	Legislative authority collaboration and coordination	<p>The project aims to:</p> <ul style="list-style-type: none"> • Develop the collaboration frameworks with legislative authority to ensure the integration of integrity and anti-corruption principles 	<ul style="list-style-type: none"> • Number of joint activities



National Strategy for Integrity & Anti-Corruption 2017-2025

		and concepts in its work by working directly with various parliamentary committees concerned with integrity system.	
60.	Judiciary collaboration and coordination	<p>The project aims to:</p> <ul style="list-style-type: none"> • Develop the collaboration frameworks with the judiciary in the field of integrity to ensure efforts integration toward combating corruption. 	<ul style="list-style-type: none"> • Number of joint activities

National Strategy for Integrity & Anti-Corruption 2017-2025



Sixth Objective: Strengthening the partnerships and the integration of efforts with all national and international partners	
Programs: 15) Cooperation and partnership with official entities 16) Cooperation and partnership with international entities and donors 17) Cooperation and partnership with civil society institutions and private sector	
Sixteenth-Program: Cooperation and partnership with international entities and donors	
Strategic Objective	Establish and develop professional partnerships with international institutions and donors according to specialization to attract both donations and funding and present the Jordanian civilized message and develop an international public opinion “pro- Jordanian integrity and anti-corruption policy”.
Projects (2)	

Number	Project	Project's Goals	Performance Indicators
61.	Develop the commission's partnerships with integrity and anti-corruption international institutions	<p>The project aims to:</p> <ul style="list-style-type: none"> • Commission's international cooperation strategy development that will define the desired goals of the cooperation. • Identify similar bodies of which a cooperation will take place with and identify the type and nature of such a cooperation. And the general 	<ul style="list-style-type: none"> • Number of international institution of which a partnership was formed with • Number of executed joint activities

		regulatory frameworks for this cooperation (agreements or memorandum of understanding) and define the responsibilities and rights of each. And execute all joint activities within the agreed upon cooperation program.	
62.	activities and cooperation development with donors (governments and international organizations)	<p>The project aims to:</p> <ul style="list-style-type: none"> Form a collaboration umbrella with donors through needs prioritization. And agree with the donors on supporting and executing related activities. And develop specialized programs to implement or support activities through donor's activated programs with focus on donors. 	<ul style="list-style-type: none"> Number of international institution of which a partnership was formed with Number of executed joint activities

National Strategy for Integrity & Anti-Corruption 2017-2025



Sixth Objective: Strengthening the partnerships and the integration of efforts with all national and international partners	
Programs: 15) Cooperation and partnership with official entities 16) Cooperation and partnership with international entities and donors 17) Cooperation and partnership with civil society institutions and private sector	
Seventeenth-Program: Cooperation and partnership with civil society institutions and private sector	
Strategic Objective	Establish and develop professional partnerships with civil society and the private sector that allow flexible and effective implementation of the commission's functions in these sectors.
Projects (2)	

Number	Project	Project's Goals	Performance Indicators
63.	Collaboration plan development with public sector	<p>The project aims to:</p> <ul style="list-style-type: none"> Identify collaboration areas with private sector specially in awareness, advocacy and defending areas. Prioritize and coordinate the establishment of integrity and anti-corruption activities especially private sector's social responsibility projects. 	<ul style="list-style-type: none"> Completion percentage of developing and implementing the collaboration plan Number of joint activities



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
64.	Develop collaboration plan with civil society institutions	<ul style="list-style-type: none"> • The project aims to: • Identify areas of collaboration with active civil society institutions related to integrity, anti-corruption and rule of law. • Activate collaboration in awareness, advocacy and defending activities. 	<ul style="list-style-type: none"> • Completion percentage of developing and implementing the collaboration plan • Number of joint activities

National Strategy for Integrity & Anti-Corruption 2017-2025



Seventh Objective: Strengthening media and communications' channels	
Programs: 18) Cooperation with media 19) E-Media Programs	
Eighteenth-Program: Cooperation with media	
Strategic Objective	Convey the commission's message "mission" to international, regional and local levels to attract political support and bridge the gap with the public opinion.
Projects (2)	

Number	Project	Project's Goals	Performance Indicators
65.	Integrate the commission's messages in the media content of media partners	<p>The project aims to:</p> <ul style="list-style-type: none"> Establish sustainable partnerships with local media institutions as to merge or integrate the commission's messages concerned in entrench integrity, national and anti-corruption values in a methodological and institutionalized form in their produced and published media content. 	<ul style="list-style-type: none"> Number of issued media messages through publishing commission in the media
66.	Production and sharing of commission's messages in a visual, printed, electronic and audible form	<p>The project aims to:</p> <ul style="list-style-type: none"> Work in parallel with specialized awareness campaigns. This project forms a continuous path of which the commission can through publish its public mission statement continuously 	<ul style="list-style-type: none"> Number of produced media messages by the commission.



National Strategy for Integrity & Anti-Corruption 2017-2025

Number	Project	Project's Goals	Performance Indicators
		through various media & communication mediums and to all clusters in society.	<ul style="list-style-type: none">• Number of published message in the media

National Strategy for Integrity & Anti-Corruption 2017-2025



Seventh Objective: Strengthening media and communications' channels	
Programs: 18) Cooperation with media 19) E-Media Programs	
Nineteenth-Program: E-Media Programs	
Strategic Objective	Develop public opinion, elite figures segment, private & public sector institutions and civil society communication channels to achieve efficient communication in conveying messages and developing a comprehensive information data base.
Projects (3)	

Number	Project	Project's Goals	Performance Indicators
67.	Social media platforms	<p>The project aims to:</p> <ul style="list-style-type: none"> • Build the commission's capacity in managing and using social media platforms to deliver the integrity and anti-corruption message. And establish the values of integrity and anti-corruption. And direct communication with different clusters of society through establishing official accounts on the commissions platform(s). • Develop the content and messages according to each social media platform. And developing the policies and 	<ul style="list-style-type: none"> • Number of activated and established social media platforms • The annual increase percentage of followers • The interaction increase percentage

		procedures of communicating with followers. And broadcast messages and build networks. And collaborate with public opinion leaders and social media activists.	
68.	Building the commission's website	<p>The project aims to:</p> <ul style="list-style-type: none"> • Revise the as is situation for the commission's website and identify improvement potential. • Develop the website management policy • Train the concerned people in the commission. And develop the content to be published through the website according to best practices. • Develop visitors' communication channels and receive the information through the website and according to its nature. And launching and announcing the new website 	<ul style="list-style-type: none"> • Number of visitors/surfers on the website • Number of service seekers (complaint/ news/ grievance/ acquiring information)
69.	E-information gate for integrity and anti-corruption	<p>The project aims to</p> <ul style="list-style-type: none"> • Collaborate with all concerned with the system of national integrity. To limit and classify the information and integrity and anti-corruption related acquaintances. • Develop data base that ease sharing 	<ul style="list-style-type: none"> • Number of studies and researches and specialized published material through

National Strategy for Integrity & Anti-Corruption 2017-2025



		through building an e-knowledge gate that include but not limited to all legislations and integrity and anti-corruption specialized subjects.	the e-gate
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National Strategy for Integrity & Anti-Corruption 2017-2025

Eighth Objective: Developing the Commission's institutional capacities and improving its performance in a way that will enhance the Commission's achievements	
Programs: 20) Excellence and institutional development 21) Human Resources Development 22) E-Transition	
Twentieth-Program: Excellence and institutional development	
Strategic Objective	Build and develop the commission's capacity in creating a culture of excellence and development of policies and procedures. Improve services and knowledge management.
Projects (3)	

Number	Project	Project's Goals	Performance Indicators
70.	Excellence model implementation	<p>The project aims to:</p> <ul style="list-style-type: none"> • Build the commission's capacity in the excellence field and widespread the excellence culture. And assess the commission according to international excellence standards. • Identify improvement opportunities and design and execute special continual improvement programs to distinguish the commission. 	<ul style="list-style-type: none"> • Improvement initiatives number • Excellence results improvement percentage

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
71.	Commission's organizational structure development	<p>The project aims to:</p> <ul style="list-style-type: none"> • Revise and analyze the organizational structure, procedures and services of the commission and document it according to best practice(s). • Procedures development and services improvement in order to accomplish the commission's overall objectives. 	<ul style="list-style-type: none"> • The progress percentage in developing the procedures manual. • The progress percentage in developing related form and policies
72.	Knowledge management	<p>The project aims to:</p> <ul style="list-style-type: none"> • Build the commission's knowledge management capacity, and develop the required policies, procedures and tools for knowledge management. • Limit the commission's explicit and implicit knowledge and analyze, categorize, save and provide it for the concerned people. 	<ul style="list-style-type: none"> • Knowledge management plan implementation progress percentage



National Strategy for Integrity & Anti-Corruption 2017-2025

Eighth Objective: Developing the Commission's institutional capacities and improving its performance in a way that will enhance the Commission's achievements	
Programs: 20) Excellence and institutional development 21) Human Resources Development 22) E-Transition	
Twenty-First-Program: Human Resources Development	
Strategic Objective	Build commission's human capacity in each specialty field and plan the attraction elements, succession planning, motivation and training which will foster a developed professional performance.
Projects (5)	

Number	Project	Project's Goals	Performance Indicators
73.	commission's human resources needs assessment	The project aims to: <ul style="list-style-type: none"> • Study the commission's human needs and the current and anticipated workload during the next 5 years and providing recommendation on this regard. • Develop Human resources policies. 	<ul style="list-style-type: none"> • Completion percentage of workload analysis.
74.	Training & capacity building	The project aims to: <ul style="list-style-type: none"> • Analyze the commission's HR training needs and identify priorities and develop a comprehensive training plan. • Implement the internal and external training programs according to the 	<ul style="list-style-type: none"> • Job performance improvement percentage for the commission's employees • Progress percentage in developing and

National Strategy for Integrity & Anti-Corruption 2017-2025



		plan while measuring the training impact.	implementing the training plan
75.	Jobs attraction and succession planning	<p>The project aims to:</p> <ul style="list-style-type: none"> • Set a comprehensive plan to attract qualified candidates according to manpower planning. • Develop a succession planning plan that includes developing the career path. 	<ul style="list-style-type: none"> • Completion percentage of developing and implementing the succession planning plan. • Ratio of filled vacancies to total number of vacancies
76.	Employees motivation	<p>The project aims to:</p> <ul style="list-style-type: none"> • Set the commission's internal employees motivation programs and systems. • Continuous Reward for good performers to ensure that employees are kept motivated and reward creativity and innovation in the commission. 	<ul style="list-style-type: none"> • Commission's Employees satisfaction increasing rate
77.	Regional integrity and anti-corruption training center	<p>The project aims to:</p> <ul style="list-style-type: none"> • Establish a regional center specialized in integrity and anti-corruption trainings and capacity building. 	<ul style="list-style-type: none"> • The progress percentage in training center establishment plan



National Strategy for Integrity & Anti-Corruption 2017-2025

Eighth Objective: Developing the Commission's institutional capacities and improving its performance in a way that will enhance the Commission's achievements	
Programs: 20) Excellence and institutional development 21) Human Resources Development 22) E-Transition	
Twenty-Second-Program: E-Transition	
Strategic Objective	Develop an integrated and comprehensive E-system that covers the commission's work and specialty which include the development of systems, applications, data base, and infrastructure elements that in turn will increase efficiency, effectiveness and punctuality.
Projects (1)	

Number	Project	Project's Goals	Performance Indicators
78.	Prepare a comprehensive automation plan and implement the e-transformation phases and improve the commission's e-services	<p>The project aims to:</p> <ul style="list-style-type: none"> Analyze the commission's operating model including structure, policies & procedures and information, and determine the e-transformation and work needs. Evaluate the commission's E-readiness and its needs of systems, applications and infrastructure. Develop e-transformation plan that include accessibility to e-commission during the next few years through a 	<ul style="list-style-type: none"> The commission's E-readiness percentage. The IT master plan progress percentage.

National Strategy for Integrity & Anti-Corruption 2017-2025



Number	Project	Project's Goals	Performance Indicators
		<p>comprehensive and integrated e-system that covers the commission's work and support data linkages and integration with partner's systems and software(s).</p> <ul style="list-style-type: none"> • Implement the plan through executing infrastructure improvement project(s) while providing the commission with the necessary equipment and tools in accordance to the IT master plan requirements. • Develop the data base, systems, applications needed to computerize the commission hence the IT master plan phases in the next few years. 	

Integrity and Anti-Corruption Commission □

Arjan district, near Civil Defense Directorate- Rescue and support directorates, in front of Al-Qawasmi Mosque Al-riyadhah



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- Together, to Disseminate and Consolidate National Integrity Standards, towards achieving an anti-Corruption National Environment.
- Rule of Law, Good Governance, Accountability, Transparency, are Standards for a Successful Institution.