

Ministry of Justice Strategy

2014 – 2016

In the Name of God, the Most Gracious, the Most Merciful

Based on the guidance of His Majesty King Abdullah II Ibn Al Hussein, may God protect him, and particularly what came in the Royal letter of the National Integrity Charter that there be well-established, deep-rooted institutions that are efficient and prudently managed and work on translating the outputs of the comprehensive reform process in its political, economic and social dimensions with realism and responsibility and move forward along the path of building and achievement.

The Ministry of Justice seeks to strengthen its developmental role by improving its services and raising the efficiency of its outputs in accordance with the goals of justice institution goals and the orientations of the Ministry of Justice. This will be achieved through exercising an active role in several areas, including human rights, family protection and criminal justice. It will also be achieved by updating and reviewing legislation, contributing to achieving the national integrity charter through financial disclosure, contributing to improving the investment environment, raising legal awareness and culture and strengthening the independence of the judiciary.

Preparing the Ministry of Justice's strategic plan for the next three years, as an intermediary phase, is considered the first step towards collaborative strategic planning with decision makers. The Ministry's plan is characterized with comprehensiveness, objectivity and partnership with relevant stakeholders and service recipients, whereby the role of the Ministry of Justice is to provide logistical, technical and financial support to the judiciary.

In preparing the ministry's strategic plan for the years 2014 – 2016, the Ministry relied on established sources and references as a framework for previous strategic and implementation plans of the ministry and the judiciary. It also took into account the main reports related to achievements and challenges faced by the Ministry of Justice in previous years. The most important base for developing this strategy to account for external conditions was the National Integrity Charter, in addition to national goals outlined in his majesty's letters of designation, as well as previous studies, opinion polls, surveys and recommendations from the workshops.

The strategy was prepared by a work group from the Ministry, in cooperation with a number of specialized experts from the European Union using a strategic planning methodology based on analyzing the internal and external environment, identifying strengths and weaknesses, risks and needs and bridging the gap between the status quo and work requirements. Furthermore, the vision, mission, strategic pillars and objectives were also defined, which form the cornerstone of preparing strategic plans, which ultimately contribute to the preparation of applicable and implementable execution plans.

The ministry's vision is for it to be an outstanding and competent institution supportive of judicial independence and the rule of law, complements national

efforts and enhances public confidence. This affirms the message of His Majesty in his letter to the National Integrity Charter to enhance public confidence in justice institutions and establish a genuine partnership principle.

The Strategic Plan of the Ministry of Justice for the years (2014 - 2016) included contributing to the development of the national integrity system through an independent and active judiciary, updating the set of legislation and laws in justice institutions, enhancing institutional capacity, deepening the culture of excellence, contributing to raising the efficiency and effectiveness of relevant institutions to ensure easier access to justice and contribute to strengthening public confidence in the judiciary and improving the legal culture. The Ministry of Justice is committed to implement the pillars, objectives, projects, programs and activities listed in this plan.

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Chapter One:

Methodology, Legal and Institutional Structure of the Ministry of Justice

Chapter One: Methodology, Legal and Institutional Structure of the Ministry of Justice

I. Methodology and Procedures for Developing the Ministry of Justice Strategy for the Years 2014 – 2016

The Ministry of Justice strategy plan for 2014 – 2016 was developed through a participatory approach. The largest number of Ministry of Justice (MOJ) specialists were involved in the process, which had the commitment and backing of His Excellency the Minister of Justice, MOJ's Secretary General and the support of external partners.

The MOJ strategic plan comes at a time when the Kingdom is undergoing fundamental developments in social, economic and democratic aspects. It comes at a time when there is a need to stay abreast with such developments through the reform movement that Jordan is witnessing. The reform process included the judicial sector and was based on several factors stemming from the constitutional amendments, which fortified the separation of powers principle and judicial independence. Reform was also based on Royal letter sent to the prime minister on 8/ 12/ 2012 and which strong impetus to efforts aimed at realizing national integrity, the basis of which is fair, impartial and independent judiciary. Another element on which the strategy was based was the National Integrity Charter, which is founded on the existence of well-established institutions that are competent and have prudent management, that contribute to upholding the interests of citizens, safeguarding and protecting their rights, and that enhance the confidence of citizens in the state and its institutions.

The work methodology that was adopted relied on several sources as a reference framework for the strategic plan and on the discussions of work groups that were formed by the Ministry of Justice in partnership with the Justice Sector Support experts to meet required pertinent criteria for the budget support funded by the European Union (EU). The methodology also relied on analyzing the internal and external environment for both legal and institutional frameworks, identification of needs and bridging the gap between status quo and work requirements and defining priorities. Following is an outline of the methodology adopted for preparing the plan:

1. Main Resources and References Used in Preparing the Strategic Plan (addressed in more detail in chapter III):
 - Constitutional amendments of 2011.
 - Letter of His Majesty sent to the prime minister on 8/ 12/ 2012.
 - National Integrity Charter.
 - National Agenda and the We Are All Jordan document.
 - Ministry of Justice Administrative Regulations No. 66 of 2004.

- Development plan issued by the Royal Committee for Judicial Development for the Years 2000 – 2003.
 - Judicial Upgrade Strategy (JUST) for the Years 2004 – 2006.
 - MOJ's Justice Sector Development Plan for the years 2007 – 2009.
 - MOJ Strategic Plan for the years 2008 – 2012.
 - Judicial Authority Strategy Plan for the years 2012 – 2014.
 - Executive development program for 2014 – 2016.
 - Criminal Justice Development Strategy for 2013 – 2018.
 - Judicial Assistants Regulation.
 - Judicial Institute of Jordan Regulations No. 6 of 2010.
 - MOJ's Scientific Scholarships Regulations No. 63 of 2008.
 - Achievements and challenges reports issued by the Ministry of Justice.
 - Previous studies, opinion polls, surveys and recommendations from the workshops.
2. Work Group: a work group (WG) was formed at MOJ that included staff members from the Policies Unit and heads of the ministry's different directorates and units. The WG group was presided over by the ministry's Secretary General, in partnership with experts from the Justice Sector Support Program to meet threshold requirements for budget support funded by the EU. The WG reviewed previous plans, program, achievements reports and the Royal National Integrity Charter letter, which helped the WG form a clear picture about the work of the Ministry and the judiciary. The WG discussed the following issues:
- Ministry of Justice organizational structure and job descriptions.
 - National and institutional goals MOJ seeks to achieve.
 - The nature of the relationship between the Ministry of Justice, the Judicial Council and other relevant stakeholders.
 - Experiences of other countries in the field of strategic planning for ministries of justice.
 - Vision, mission, strategic objectives and sub-objectives in terms of content and drafting.
3. Internal and external environment analysis through which strengths, weaknesses, opportunities and threats (SWOT analysis) were defined and future prospects and opportunities were outlined. The analysis addressed the following three pillars:
- Analysis and diagnosis of internal and external mechanisms for building and implementing the Ministry of Justice's strategic plans to identify the methodology adopted, its strengths and weaknesses and opportunities for development, modernization and future prospects to take advantage of them when developing the strategic plan for the next three years covering the period 2014 – 2016.

- Analysis and diagnosis of the legislative and legal framework: description of the status quo of legislations regulating the justice sector to identify areas of strengths and weaknesses pertaining to the legislative and legal framework and the opportunities available. Said analysis aims to identify legal and institutional loopholes in regulations, legislations and administration as well as future projections on order to build upon them within the framework of the next strategic plan.
 - Analysis and diagnosis of the institutional framework of MOJ institutions: through describing the institutional framework, defining areas of strength and weakness in justice sector institutions, and identifying available opportunities for development and modernization and future expectations.
4. Based on the status quo analysis and the outcome of activities that were carried out in developing the plan, the vision, mission and strategic pillars and objectives of MOJ's strategic plan were defined.
 5. Discussion of general activities to achieve the objectives and link them to each goal so as to form a base for drafting detailed activities that would lead to drafting a three-year implementation plan that would materialize established goals on the ground.
 6. Divide activities distributed over the goals and allocate them to programs that were endorsed base on the type of the activity.
 7. Draft performance indicators and measurement mechanism, which is considered one technique of measuring the level of MOJ's success in achieving its objectives.
 8. Design the objectives, activities and performance indicators matrix and method of measurement in designated tables for each of the five pillars.

II. Methodology for Developing Performance Indicators and their Measurement

Performance indicators are one technique used to measure the success of the judicial sector in achieving the goals set by MOJ's vision, mission pillars and main objectives emanating from it in addition to the activities and programs. Indicators have been defined based on the nature of tasks and roles that were reflected in MOJ's strategy. The methodology used to define performance indicators and means of measurement were based on the following criteria:

1. Performance indicators of the main pillars and objectives were defined based on expected outcomes for each pillar and objective.

2. Setting performance indicators of pillars took into account the outcomes of objectives that achieve the main pillar.
3. When setting performance indicators of objectives, it was also taken into account the type of activities and programs that achieve the objectives.
4. There is a logical consistency and integration between performance indicators of pillars; performance indicators pertinent to main the goals; and the activities and programs that meet the objectives.

Several tools were used to measure the established performance indicators as follows:

1. Revision of documents and reports issued by the Ministry of Justice, the judicial sector and justice sector institutions.
2. Published studies, reports, articles and statistics.
3. Conducted identification and assessment studies using codified questionnaires for different target groups.
4. Face to face interviews with relevant stakeholders.

III. Legal and Institutional Framework of the Ministry of Justice

The Ministry of Justice was basically established to be the executive arm of the judiciary. It pursues its role in achieving the basic mission the state, which is the establishment of justice, equality and protection of citizens' rights and freedoms. The role of the ministry developed and it became engaged in a broader role touching on many areas, including the protection of human rights, criminal justice, updating and revision of legislation, benchmarking of legislation, contributing to the integrity of the public sector through financial disclosure, contributing to enhancing the investment environment, raising legal awareness and culture, and strengthening the independence of the judiciary. The organizational structure of the Ministry of Justice, according to article (3) of the Ministry of Justice Regulations of 2004 is as follows:

1. Secretary General: the secretary general is linked to the minister and is responsible for administering the policy of the ministry, managing its affairs, and supervising its staff and the proper functioning of its operations. Pursuant to a decision by the Minister, upon the recommendation of the Secretary-General, one or more assistant to the Secretary-General may be named from among the ministry staff, included in the decision would be their respective functions and powers. Linked to the Secretary-General would be the assistants and department directors whereby each would responsible for carrying out the tasks and duties assigned to them and the proper functioning of the Directorate.
2. Judicial Inspection: in accordance with Article (5), the Judicial Inspection oversees inspection over judges, public prosecutors, state lawyer assistants, and execution judges, except those holding senior level ranks, and evaluating the work of judges in terms of proper application of the law, fulfilling

- litigation procedures, the proper causation and reasoning of decisions and judgments, soundness of the results reached, and setting the annual clearance rate of judges as per the powers assigned to them in the Inspection Regulation. The Judicial Inspection Directorate is headed by the most senior inspector, called the Chief Inspector, and is administratively linked directly to the minister.
3. Judicial Institute of Jordan: according to article (6), the director of the Judicial Institute of Jordan (JIJ) is linked administratively to the minister and is responsible for overseeing the proper functioning of the Institute.
 4. Financial Disclosure Department: receives financial disclosure forms from those subject to the Financial Disclosure Law and handle any data, clarifications and intelligence related to it.
 5. Internal Audit Unit: this unit is linked directly to the minister. The main mandate of the unit is to ensure the integrity of administrative procedures and transactions, audit the ministry's financial and administrative transactions to ensure the effectiveness of its systems and operations and their ability to achieve the pre-set goals pursuant to laws, principles, regulations, agreements, procedures, policies and legal commitments. Two sections fall under the Unit: financial audit section and administrative audit section.

According to article (9), directorate, units, and sections at the ministry are canceled or merged by a decision of the Minister, upon the recommendation of the Secretary-General. Each Directorate is composed of a number of sections, broken down as follows:

1. Human Resources Directorate: this directorate oversees the management of activities related to the affairs of human resources in the Ministry of Justice, courts, and court annexed departments in terms of work attendance, social security, promotions, health insurance and transfers. The Directorate also formulates necessary plans related to human resources development, staffing plans and is responsible to following up on their implementation through adopting procedures related to attracting, selecting and appointing of staff. Three sections fall under the HR directorate: Human Resources Management Section, Human Resources Development Section, and the Human Resources Planning Section.
2. Administrative Affairs Directorate: this directorate oversees the provision of services related to administrative affairs at the ministry in terms of managing incoming and outgoing mail, their physical and electronic archiving, providing the ministry, court and court departments with supplies, stationary, and furniture among others. It also administers and follows up on all administrative support services such as: cleaning services, vehicle insurance, management and maintenance services, management of procurements for the ministry, courts and court departments, after the application of the GFMIS system. The Administrative Affairs Directorate oversees five sections, namely: the Correspondences Section (Diwan),

- Supplies Section, Administrative and Support Services Section, Transportation Section, and the Procurement Section.
3. Financial Affairs Directorate: This directorate organizes and prepares the ministry's draft budget, analyzes its financial standing, follows-up on implementing the accounting cycle procedures, undertaking all procedures necessary for preserving public funds, and performing all financial transactions and accounting entries relating to the ministry and record-keeping. The directorate oversees three sections, namely: the Budget and Accounts Section, Expenses Section, and Payroll Section.
 4. Information Technology Directorate: The IT Directorate oversees the transitioning of all the operations of the ministry, courts, the Judicial Institute and the Judicial Council from traditional, manual work to a computerized system. This will be achieved through establishing and maintaining an IT infrastructure and computerized systems and programs, in order to help raise the level of performance of the ministry, and assist judges and their assistants to expedite disposition of cases, achieve timely justice, and simplify service delivery procedures at courts. Four sections fall under the IT Directorate of four sections: the department of infrastructure, software development department: Infrastructure Section, Software Development Section, Coordination and Technical Support Section, and Courts Systems Servicing Section.
 5. Communications Directorate: it handles the task of strengthening communication and enhancing public awareness about MOJ's vision, goals and ongoing projects. It also coordinates all of the Ministry's public relations and media affairs and communicating its role and brand too concerned parties and the press and media. The Directorate supervises three sections: Internal Communication Section, External Communication Section and the Customer Services Section.
 6. Buildings and Projects Directorate: it follows up on developing and modernizing buildings and facilities performing maintenance work for the ministry and the judiciary in a way that would support enhanced efficiency of the judiciary and their assistants. The Directorate oversees three sections: Buildings Projects Section, Maintenance Section, and Administration and Energy Conservation Section.
 7. Legal Affairs Directorate: it handles the provision of legal opinions and consultations on topics referred to it by relevant stakeholders, such as the Prime Ministry and concerned ministries and departments. It also provides directorates and courts with legal opinions on legal issues faced by the them during the course of their work. It reviews draft laws and regulations reverted to it by relevant entities and provides them with legal opinions in their regard. Also, the Directorate represents the ministry in local, regional and international meetings and committees, follows-up on cases and lawsuits filed against it, prepares studies and legal research relating to the work of the ministry, and oversees the provision of administrative and logistics services for disciplinary boards and follows up on the implementation of the

decisions issued by them. The directorate oversees the two sections: Studies and legislation Section, and the Legal and Consultations Section.

8. International Cooperation Directorate: it handles the drafting of bilateral agreements and memoranda of understanding in the legal and judicial fields, participates in negotiations on international and regional agreements, and ensures their congruence with laws and regulations in force in cooperation with the relevant authorities. In addition, it opens channels of communication and cooperation with institutions and organizations, international and foreign bodies active in the fields of judiciary, justice, integrity and transparency. The Directorate oversees two sections: International Cooperation Section and International Agreements Section.
9. Alternative Disputes Resolution and Case Management Support Unit: this unit handles the task of raising the efficiency and effectiveness of the administrative procedures of litigation through the provision of technical and administrative support to judicial panels in courts in accordance with the legislation in force. Said support is provided in order to activate case management and alternative disputes resolution mechanisms in place and to propose the adopt new mechanisms that contribute to expediting the litigation process litigation, preserves the time of courts, and reduces costs and risks. The Directorate oversees two sections: Alternative Resolutions Section and the Case Management Support Section.
10. Human Rights and Family Affairs Directorate: works towards establishing a modern vision of the concept, legislation and agreements related to the respect for human rights and public freedoms and the legitimacy of guaranteeing the safeguarding of such rights. It also supports the role of the Ministry in protecting these rights and defending the rights of the society and public interest. The Directorate also works towards contributing to the establishment of a conducive legal environment for supporting the family establishment, promotes civil society participation in this field, works to raise awareness about these concepts and principles and their importance and impact on citizens and society as a whole. The Directorate oversees three sections: Rights and Freedoms Protection Section, Family Affairs Section, and the Human Trafficking Prevention Section.
11. Future Judges Unit: works on developing the Future Judges programs and initiatives. This includes developing selection standards and criteria, means of advertising, compliance policies, developing relevant proposals and reports, contributing to securing necessary funding for the Program's scholarships.
12. Policies and Institutional Development Unit: which works on advancing the institutional performance of the ministry by providing technical support in the fields of setting policies and strategies, strategic planning, monitoring and evaluation of institutional performance, service delivery enhancement, mapping, streamlining, documenting and automating processes and procedures, proposing programs to improve and develop the institutional performance of the Ministry, its facilities and the judiciary. This directorate

oversees two sections: Institutional Development Section, and Quality Management Department.

13. Criminal Record Unit: this unit oversees the building of a comprehensive database containing data pertaining to criminal and civil cases registered against Jordanians and foreigners residing in the Kingdom, as well as sentences in their regard. Said database would enable competent authorities to obtain the information it needs accurately and in a timely manner.
14. Correctional and Rehabilitation Centers Unit: this unit works toward ensuring that treatment of inmates in correctional and rehabilitation facilities is consistent with international agreements signed by Jordan, and with the fundamental standards and principles of human rights. It also works towards documenting any human rights violations, ensuring that minimum treatment standards of inmates are upheld, makes sure to take into account minimums for the treatment of inmates, and promoting cooperation between authorities designated with addressing any difficulties or problems facing the process of reform and rehabilitation of inmates.

Chapter Two: Strategic Analysis and Diagnosis of the Components of the Ministry of Justice's Internal and External Environments (Strengths, Weakness, Opportunities and Threats (SWOT) Analysis)

1. Analysis and Diagnosis of Achievements Within the Framework of the Ministry of Justice Strategy Plan during 2000 – 2012

Since His Majesty King Abdullah II Bin Al-Hussein assumed his constitutional powers, he launched comprehensive development plans for the Kingdom, whereby on 29/08/2000 His Majesty instructed the formation of a Royal Committee for Judicial development. The committee prepared a development a three-year development plan, which focused on the following issues:

1. Amending legislation relating to the judiciary, the Judicial Institute and litigation procedures.
 2. Human resources development by doubling the number of judges to reach 800 at the end of 2003, and increasing the number of administrative staff by appointing 1,200 court staff by the end of the same year.
 3. Develop training programs - computer skills and English language training, and send judges on scholarships and field visits.
- Infrastructure development whereby plans were developed for establishing palaces of justice in the governorates of Irbid, Balqa, Karak and Mafraq, establishing four first instance courts in Amman, and replacing manual transcription of hearings with the use of computers.

The Committee realized many achievements in the judicial sector, most notably increasing the number of judges in courts, initiation of computerization of court operations, amending some of the procedural laws to expedite and simplify litigation procedures, court services and other functions. After the Royal Committee completed its work in 2003, the Ministry of Justice developed, with its own resources, strategic plans to continue the process of development and modernization of the judicial sector.

Through diagnosing and analyzing the methodologies used in prepare the strategic plans, their implementation mechanisms and the nature of achievements, many points of strengths and weaknesses can be noted with regard to their development, follow-up, implementation and evaluation. In this section we will review the main objectives raised in the strategic plans of the Ministry of Justice. We will also review the mechanisms by which they were formulated and implemented and the main achievements that were realized as well as the strengths and weaknesses, benefit

from lessons learned to avoid problems, and overcome the challenges in building a new plan for the next three years (2014 - 2016). Following is a review of the general and specialized strategic plans that the Ministry of Justice prepared and implemented:

1. Judicial Upgrade Strategy (2004 – 2006)

The first strategy for the Ministry of Justice was the Judicial Upgrade Strategy for 2004 – 2006 and included the following eleven pillars:

1. Integrity and judicial independence enhancement pillar.
2. Judicial system efficiency enhancement and systems and procedures development pillar.
3. Reduce demand on courts pillar.
4. Judicial inspection and monitoring enhancement pillar
5. Courts infrastructure enhancement pillar.
6. Ministry of Justice capacity building pillar.
7. Automation of Ministry of Justice and courts procedures pillar.
8. Human resources development and enhancement of judges and support staff pillar.
9. Justice sector services enhancement pillar.
10. Relations with law schools and the Jordanian Bar Association pillar.
11. Continuous revision of laws and their application pillar.

Within the framework of this plan, the MOJ made several achievements the most important of which are the following:

1. **Automation and computerization of Ministry of Justice and courts functions:** litigation procedures at courts and departments were automated including the Major Felonies Court, Public Prosecution Department before the Major Felonies Court, Amman Public Prosecution Department, North Amman First Instance Court, South Amman First Instance Court, East Amman First Instance Court, and West Amman First Instance Court. Court administrative staff and judges at all these courts and departments were trained on the use of the automated system.
2. **Strengthening judicial inspection and integrity:** the criteria used for judicial inspection were reviewed and expanded, to include the assessment of chief judges such that inspection reports would serve as real performance measurement tools for the performance and behavior of the judge. An automated system was designed based on the needs of inspectors to expedite inspection procedures, preparation of reports and calculation of weights pertinent to inspection criteria.
3. **Enhancement of judicial system efficiency and development of systems and procedures:** a computerized system for registration and admission to the Judicial Institute was developed alongside another one for event management. Training rooms at the Judicial Institute were equipped with modern training techniques, including the setting up of computer labs and related facilities. A number of training of trainers from the judiciary and

- academia were qualified as trainers, work procedures of all registrar offices and court departments were documented and unified in accordance with the standards of quality control procedures. Furthermore, work processes at the Amman Notary Public Department were reengineered and a queuing system was installed to make it easier for citizens and speed up the procedures for completing their transactions.
4. **Human resources development of judges, judicial assistants and court staff:** an annual continuous education plan for judges was implemented which covered conciliation, first instance and appeal judges, public prosecutors and state lawyer assistants in the center, north and south of the country. A training needs assessment for judges was conducted in order to provide them with the required skills and based on which specialized training courses were designed. Hundreds of judges participated in external courses and conferences covering legal and judicial topics. Furthermore, hundreds of court staff from all courts were trained at the Judicial Institute on the functions of the notary public and execution departments.
 5. **In the field of infrastructure of courts:** three palaces of justice were completed in Salt, Irbid and Karak governorates. Also, work commenced on establishing a higher house of justice and a judicial institute building. Work on installing air conditioning at the Amman Place of Justice was also initiated.

2. Judicial development plan for 2007 – 2009

The second plan of the Ministry of Justice was for a period of two years between 2007 – 2009. This plan has established the foundations of integration with the national goals, which the ministry contributes towards. These goals mainly relate to instilling the principles of the rule of law, achieving justice and equality, safeguarding the fundamental freedoms and human rights, and finally enhancing the independence of the judiciary.

The plan adopted the following eight strategic objectives:

1. Secure necessary legal frameworks for achieving the strategic objectives, and enhancing integrity and independence of the judiciary.
2. Improve judicial administration.
3. Strengthen the institutional capacity of the Ministry.
4. Upgrade the knowledge, abilities and skills of judges and their assistants and appropriate necessary funds.
5. Computerize judicial administration using the latest appropriate technology (providing e-services).
6. Promote confidence in the judiciary by activating channels of communication with civil society, media and other partners in the litigation process.

Several achievements were made within the framework of this plan the most important of which are the following:

1. **Secure necessary legal frameworks for achieving the strategic objectives:** strengthening the integrity and independence of the judiciary, and a review of the law of the independence of the judiciary and relevant legislation was completed to include agreed upon standards and pillars of judicial independence. Work on developing a draft judicial authority law was completed under which the power of nominating candidates for judicial appointment was transferred from the Minister of Justice to a judicial committee, and the powers of recommending judges for retirement, secondment, promotion, and referral to a the disciplinary council were granted to a judicial committee, the judicial inspection became accountable to the Judicial Council with granting inspectors a fixed term of service, granting them security from transfer or secondment as a result of their inspection work. The draft law was sent to the prime ministry to complete pertinent legal procedures for its issuance. In addition, amending draft laws of civil and criminal procedures laws, the Penal Code and electronic transactions were prepared.
2. **Computerization of the judicial administration using the latest appropriate technology:** automation of litigation procedures before the following courts was completed: Court of Cassation, the Court of Higher Justice, Amman Court of Appeal, Major Felonies Court, Customs Court of Appeal, Customs Court of First Instance, first instance courts, and a number of conciliation courts. The automated case management system MIZAN was developed and all courts were linked to unified network.
3. **Upgrade the knowledge, abilities and skills of judges and their assistants and appropriate necessary funds:** the capacity of the Judicial Institute was enhanced in preparing distinct and qualified judges to assume judicial functions, and increasing legal knowledge among judges and inform them of the latest developments in the legal sciences field. The Institute achieves this through implementing an annual training plan, and holding specialized trainings for judges in priority areas such as banking transactions, competition, liquidation, and bankruptcy law, securities cases, stock exchanges and stock markets mechanisms, intellectual property, insurance and e-commerce.
4. **Promote confidence in the judiciary by activating channels of communication with civil society, the media and other partners in the litigation process:** a survey study was conducted to gauge public awareness of the Jordanian citizen about the strategy for the development of the judiciary and existing projects, achievements and future plans. Another study was also conducted to measure the extent to which civil society organizations, the business sector, lawyers and judges are aware of judicial development projects. Furthermore, a number of awareness programs were conducted of the role of the judiciary, development plans, and implemented projects. A number of awareness publications were distributed, and

awareness campaigns were carried out, in addition to modernizing and developing the judicial websites increasing the number of uploaded publications and documents.

3. Five-Year Judicial Development Strategic Plan (2008 – 2012):

This plan was based on the national goals that were outlined in the We Are All Jordan document and the National Agenda, which the Ministry of Justice contribute towards realizing. On that basis, the strategic plan included national goals and institutional objectives. The We Are All Jordan included one goal, which is: establish a state of laws and institutions, and promote the principles of social justice, equal opportunities and transparency. The objectives listed in the National Agenda focused on two goals that are related to the judicial sector, namely the following:

1. Establish a rule of law state, and achieve justice and equality.
2. Strengthen the independence and fairness of the judicial system and to continue to strengthen its role in the preservation of rights and freedoms.

The Ministry of Justice Strategic Plan also adopted the judicial system strategy that was approved by the Judicial Council and was based on three main objectives:

1. Advance the Jordanian judiciary to reach highest levels of progress, justice and independence through the process of development and modernization.
2. Achieve effective and expedited justice and equity for all in Jordan by safeguarding a judicial authority characterized by efficiency, accountability and independence.
3. A Jordanian judiciary in line with international best practices through: the introduction of legislative amendments relating to the judiciary and the Judicial Institute of Jordan, and streamlining the litigation process and procedures, and human resource and infrastructure development.

The institutional objectives of the Ministry of Justice in the area of judicial development during the five years that spanned between 2008 – 2012, focused on the following:

1. Raise the performance level and services of the judicial and legal system to carry out their functions efficiently and effectively.
2. Strengthen judicial and legal cooperation, build relations and coordinate with local and international organizations in various relevant fields.
3. Develop policies and legislative frameworks necessary to keep pace with domestic and international developments to contribute to the improvement of the investment environment and the promotion of economic competitiveness.
4. Establish a modern vision for the concept of legislation and agreements to protect and respect human rights and the family.

5. Disseminate the legal culture among the various segments of society and educate them about their rights.

The main achievements of the five-year strategy were as follows:

1. **Develop policies and legislative frameworks necessary to keep pace with domestic and international developments to contribute to the improvement of the investment environment and the promotion economic competitiveness.** In this context, the following was achieved:
 - Provided many legal consultations for requests received from the prime ministry and other ministries and public institutions.
 - Provided several legal advices in matters relating to the core business of the ministry such as human resources, finance, administration and internal control. Provided internal consultations to the Tendering Committee, the procurement department and responded to advice requests received from all internal directorates at the ministry and courts.
 - Took part in developing the following draft laws: the Constitutional Court Law, and Independent Electoral Commission Law, the Administrative Judiciary Law, the Judicial Independence Law, and Teachers Union Law.
 - Participated in drafting amending legislation to the following laws: the Penal Code, the Owners and Tenants Law, the Crime Prevention Law, the Audit Bureau Law, Elections Law, the Artists Association Law, the Passports Law, the Municipalities Law, and the Political Parties Law.
 - Participated in drafting amendments to a significant number of regulations including: the Judicial Council Administrative Units Regulations, Judges and Judicial Assistants Social Solidarity Fund Regulations, the Judicial Institute of Jordan Regulations, the Institute of Diplomacy Regulations, and the Petra development and Tourism Region Authority regulations.
2. **Judicial Institute of Jordan:** with regard to JIJ's diploma program (preparatory program), the number of students who graduated from this program since its inception amounted to 608 graduates, of whom 136 were female. The number of those who participated in the Institute's continuing education and specialized program reached 769 participants. In addition, the Institute signed a number of memorandums of understanding in the framework of Arab and international cooperation, including: the European network agreement for cooperation in the field of judicial training among a number of Arab and European countries whereby the Judicial Institute of Jordan was chosen as the network headquarter. The Institute received visiting delegations to learn about its experience in the field of judicial training and education.
3. **Institutional Development and International Cooperation:** Followed up on work progress of projects supported by the European Union and the United States Agency for International Development (USAID). A number of

international cooperation agreements were completed and the Ministry participated in many international conferences.

4. **Human Resource Development:** a number of employees across different categories were appointed. The ministry followed up on research fellowships and academic scholarships, in addition to holding specialized training courses for employees of all levels and disciplines.
5. **Infrastructure:** the new Palaces of Justice were handed over to the ministry and were adequately equipped, followed up on maintenance of court buildings in various governorates, and equipped facilities according to the needs of the courts.
6. **Alternative Resolutions and Case Management:** rolled out case management and mediation to all first instance courts in Amman, Zarqa, Irbid, and Salt. The mediation program reviewed, assessed and evaluated to identify the problems and challenges and come up with solutions. A paper archiving and filing system was put in place at mediation departments, and an awareness program on mediation and the expansion of its use was implemented.
7. **Human Rights and Family Affairs:** participated in developing a number of draft agreements, laws and documents such as the Arab Convention to regulate the transplantation of human organs and prevent trafficking, prevention of human cloning, juveniles law, children's right, and the draft State Department Religious Freedom for 2011 law among others.
8. **Information Technology and Communication Development and Modernization:** all courts became connected to the ministry's network using the MPLS technology. All courts have main servers and all court staff whose work require the use of computers now have one. The number of electronic accounts reached 1953 and the number of e-mail accounts was in 1040. (95%) of all financial and administrative functions were computerized. The number of programs and software reached (77), the total number of electronic services was (10), and interactive electronic services became available for citizens, such as the service of issuing a non-conviction certification, inquiring about cases, electronic link with government departments, and the presence of electronic services for employees.

4. Communication and public relations strategy for the Ministry of Justice and the Judicial Council:

The communication and public relations strategy was developed to support the judicial development strategy in the area of meeting the communication and public relations needs of the Ministry of Justice and the Judicial Council on a larger scale in terms of:

1. Enhancing internal communication within the Ministry of Justice, including communication with court staff and judges.
2. Developing mechanisms to support communication and public relations both internally and externally.

3. Raising the level of public awareness of the role of the judiciary and the efforts of reform and development.
4. Developing mechanisms for stakeholders that enable them to obtain information about the judicial system.

Within the framework of this strategy, The Communication and Public Relations Directorate of is responsible for liaising between the Ministry of Justice and its target audience and key partners. It is also concerned with providing technical support to the Judicial Council and the Judicial Institute of Jordan in their daily communication with the different public groups to ensure the delivery of aligned messages, achieving quality standards in internal and external communication, and providing strategic level guidance. The Ministry of Justice and the Judicial Council also aim to develop separate communication strategies and action plans that are consistent and coordinated while autonomous in terms of personnel and allocated financial funds. The most prominent achievements in this area were as follows

1. Organized media and official press conferences for the ministry related to its work.
2. Published and distributed press releases to local newspapers, prepared reports and investigative journalism aimed at increasing public awareness of their constitutional and legal rights and duties.
3. Issued the Ministry of Justice's electronic news bulletin.
4. Participated in organizing many events, activities and covering them in the media.

2. Analysis and Diagnosis of the Building and Implementation Mechanism of Ministry of Justice Strategy Plan during 2004 – 2012

The aim of this diagnosis is to study the mechanism and methodology of building the Ministry of Justice strategic plans, and to identify strengths and weaknesses pertinent to these mechanisms, both in the internal and external environments. It also aims to learn from these lessons and avoid problems when developing the strategic plan for the next three years (2014-2016). We have already reviewed the goals of previous plans and highlighted the achievements. Following are the main outputs of the strategic diagnosis:

1. Strengths of the mechanism and methodology of building and implementing strategic plans:

The most notable strengths in the ministry's strategy plans relate to the presence of a strong political and regulatory will among decision makers at the Ministry of Justice, and the desire to make a quantum leap in the work of the ministry since 2004 from a stage of randomness in judicial development and performance enhancement of the ministry to a stage of organized planning and continuous development based on a clear vision and mission and specific objectives, activities, programs and projects to achieve these goals and objectives. The strategy

development methodology included other points of strengths the most of important of which are the following:

1. The adoption of a clear reference framework in the process of judicial sector modernization and development, which are His Majesty the King's royal directives towards reform and change pertinent to judicial development, improving performance, integrity and transparency in the work of state institutions, including judicial institutions.
2. Integration in building strategic plans with national goals set out in the National Agenda and We Are all Jordan document, and institutional goals that the Ministry of Justice and justice sector institutions work towards achieving. This integration is essential for joint cooperation and coordination to reach the desired goals away from work duplication and inconsistency.
3. Involving employees from various levels in the planning process through defining the activities and interventions in each jurisdiction to achieve the objectives, and participating in the implementation and follow-up process. This contributed to the formation of a core team from ministry staff and the judiciary that is able to build and manage the strategic planning process.

2. Weaknesses of the mechanism and methodology of building and implementing strategic plans:

Through the structural analysis of the Ministry of Justice plans it was noted that there was no differentiation between strategic objectives and the sub-objectives to achieve them. All goals were put in one bundle, holding same weights. There was no connection between the objectives and the vision and mission of the ministry. Also, the activities and interventions to achieve the goals sometimes are similar to the goals and other times are far from them. In addition, there are other weaknesses in structural aspect of the strategic plans that weaken the incentives for implementation and follow-up as follows:

1. The presence of several strategic plans for the Ministry of Justice and the judiciary, such as the 2008 - 2012 Strategy of the Ministry of Justice, and the development strategy of the judiciary for 2010 - 2012, and the strategy of building for the years 2012 - 2014. It is assumed the a unified strategy for the justice sector be in place that includes both the strategy of the Ministry of Justice and that of the Judicial Council. Having multiple strategies makes policy-makers in the maze of distributing activities, overlap between plans and duplication in implementation and follow-up.
2. Weak broad participation in the development of strategic plans at the horizontal level in terms of ministry and courts staff from various disciplines, and on the vertical level from the various senior management departments. This is reflected in the weakness of activities and interventions that were set out to achieve the goals, and in the lack of clarity of some aspects of the information technology goals related to courts, and in the structural and organizational management of human resources.

3. Lack of job stability for competent personnel due to random transfers within the justice institutions and the leaving of competent and experienced professionals to work elsewhere due to the low salaries and material incentives.
4. Lack of implementation plans that have specific objectives. Lack of clarity of follow up and implementation programs. Furthermore, activities and interventions are not linked programs, schedules, budgets and implementation responsibilities.
5. Lack of joint coordination in the field of developing local, regional and international relations related to the justice sector.
6. The overlap between the responsibilities of the Ministry of Justice and the judiciary and the lack of defining them weaken implementation mechanisms and the achievement of goals.
7. Lack of clarity in the relationship between the institutions of the Ministry of Justice and relevant local institutions, which leads to the duplication and overlapping of effort.
8. Absence of mechanisms for implementation follow-up, monitoring and evaluation and the lack of clarity of performance indicators of plans and their means of measurement.
9. Lack of education and awareness programs directed towards civil society and the public about the role of the judiciary and the principle of the rule of law.
10. Absence of strategic media work for justice sector institutions targeting the public, the media and the press.
11. The weak role of the Ministry of Justice in communicating with the Bar Association, Jordanian universities laws schools, and providing their libraries with specialized legal research and studies.

3. Opportunities for improving the mechanism and methodology of building and implementing strategic plans:

The main opportunities available to the Ministry of Justice in the area of improving and developing mechanisms and methodologies for preparing strategic plans is the royal patronage of the judicial system development and modernization path in the context of the integrated political, economic, and social reform process, and the clarity of the national objectives embodied in the National Integrity Charter. In addition, there are other opportunities for improving the mechanism of building strategic plans, which namely are as follows:

1. The existence of long-standing and well-established institutions in the justice sector that are efficient with prudent management gained over the past decades of hard work in the care of the interests of citizens and the protection and safeguarding of their rights.
2. Availability of support to the Ministry of Justice from international institutions and donor countries through funding justice sector programs.
3. Strong orientation among decision-makers in the justice sector towards the institutionalization of the relationship between justice sector institutions,

especially between the Ministry of Justice, the judiciary and local public and civic institutions.

4. Future Expectations for Developing and Modernizing the Mechanism and Methodology of Developing Strategic Plans

Developments suggest that the justice sector is moving towards building participatory relationships between formal and informal justice institutions, that are to open to the visions and ideas raised by citizens and those with expertise. It is expected in the future that work be undertaken to develop a unified and comprehensive strategic plan for the justice sector (the Ministry of Justice and the judiciary), whereby all parties participate in the development of a strategic and implementation plan and each party would implement its part of the work in an integrated and participatory way to achieve common goals.

In preparation for achieving comprehensive participation, a main strategic goal was drafted for the third and fourth pillars of the 2014 – 2016 strategic plan which are: "strengthen institutional capacity, establish a culture of excellence and contribute to raising the efficiency and effectiveness of justice sector institutions" through developing two sub-objectives based on shared work between justice institutions in "drawing, developing and implementing adopted policies and strategies" and the second includes "developing the relationship between justice institutions and enhancing cooperation basis with international institutions."

3. Analysis and Diagnosis of the Legislative Framework

The legislative framework is the bundle of existing legislation governing the work of justice sector institutions. This includes the Constitution, the laws, regulations and directives, and international agreements in force. Following are the outputs of the strategic diagnosis of the legislative framework:

1. Legislative Framework Strengths

Diagnosis and analysis results of the legislative framework in the strategic plans highlight that the main strengths in this regard pertain to the existence of high flexibility in interacting with developments imposed on the ground, the constitutional amendments and the reform movement taking place in the justice sector, as well as the availability of organizational structures at justice institutions capable of bringing about change in the legislative framework for the better. In addition, there are other strengths that can be summarized as follows:

1. Clarity of references with regard to the independence of the judiciary, be it at the royal vision level or at the level of endorsed national documents such as the integrity charter, and the confirmation of the Jordanian Constitution of judicial independence and that judicial development is a national priority.
2. There is political and legal will and desire among decision-makers in justice institutions to develop the legislative aspect, and to respond to developments in the Jordanian arena for changes that accompany the reform, development and modernization movement, and to keep abreast with developments and complexities in the economic and social life, and the technological advancements in information and communication systems that accompany the process of legislative and legal amendments and modernization.
3. Thorough knowledge among ministry staff of laws and legislation in force and are up-to-date with regard to local and international advancements.
4. A road map for achieving judicial independence exists through enhancing the judicial authority law and defining the role of each of the Judicial Council and the Ministry of Justice, as well as working towards its endorsement. The roadmap also covers the adoption of a mechanism for amending, suggesting and drafting legislations and laws based on the principle of partnership with local and external stakeholders.

2. Legislative Framework Weaknesses

Status quo analysis revealed that the main weaknesses with regard to the legislative framework work is the lack of necessary support to the Legal Affairs Department at the Ministry such that it becomes the competent legal authority to undertake the study of all laws and regulations to see their congruence with the constitutional amendments and alignment with latest local and international developments and advancements, especially laws relating to judicial independence, audit and accountability systems, judicial inspection, the Judicial Institute, and Correctional and rehabilitation centers among others. In addition, there are a number of weaknesses and challenges in this area that can be summarized as follows:

1. Lack of clarity in the relationship between the Ministry of Justice and the judiciary and their overlap in many areas, including the selection of judges, training, judicial inspection, budget ... etc.
2. Lack of regulations and legislation that help and encourage citizens to actively participate and really engage in the decision making process, the implementation of decisions and policies in justice institutions as a basis for gaining citizens' confidence in these institutions, and as an introduction for making the process of development, modernization and comprehensive reform a success.
3. Laws and legislations governing the work of courts and the public prosecution, and legislation relating to litigation procedures are not abreast with developments for the purposes of expediting the disposition of cases.
4. The delay in issuing draft laws after being completed and sent to the Legislation and Opinion Bureau where they are left for a long time because of

- the lack of follow-up mechanisms, and the lobbying for their issuance and publication in the Official Gazette.
5. Absence and poor prior agreement between the different stakeholders concerned with a particular legislation, which leads to lack of reaching a clear legislative text that meets the needs of all relevant parties.
 6. Weak efforts to develop and modernize regulatory legislation related to human resources and organizational structuring, which led to the widening of the gap between administrative levels, in the absence of job succession plans, brain drain and difficulty in attracting qualified talent, lack of revision of job description and functions, and absence of clarity with regard to career plan, incentives scheme, job promotion . . . etc.
 7. Lack of a clear and objective performance appraisal system for assessing institutional and individual performance.
 8. Absence of a vision that provides a clear reference framework for the reform process of administrative and financial systems and enhancing institutional values at justice sector institutions. Also, the lack of mechanisms for strengthening systems related to the right of individuals to access information, and weak oversight and accountability systems in accordance with professional and objective standards.
 9. Lack of legislation governing the institutionalization of a participatory relationship between justice sector institutions and relevant public institutions and civil society organizations.
 10. Limited and poor expertise on the subject of legislative drafting
 11. Lack of legislative impact studies that show the effect of a legislation on society, economy, among others.

3. Legislative Framework Opportunities

The best opportunities in this regard pertain to His Majesty's letter to the Prime Minister on 08/ 12/ 2012 and the National Integrity Charter, which urges the need for legislation in state institutions that work on balancing between the considerations of justice and freedom on the one hand and between the reasons of security, order and stability, on the other hand. They also stress the making of an organizational and regulatory structure available that enable institutions to provide citizens with high quality, transparent and fair services, and the adoption of legislation and procedures that promote the rule of law and social justice. In addition, there are other opportunities related to the legislative framework, which are as follows:

1. The recent constitutional amendments that require amending a number of laws such that they become compliant with the recent constitutional amendments, such as the administrative judiciary law among others.
2. The existence of will among decision makers in justice institutions to bridge legal and institutional gaps in the regulations and legislation, in order to set up well-established institutions that are efficient and prudently managed and

that contribute to catering for the interests of citizens and safeguarding and protecting their rights.

3. The presence of qualified judges who are able to predict developments in the judicial and legal spheres as well as the type of advancements in legal and legislative issues in order to keep up with the intricacies and complexities in political, economic and social crimes, and as a result advancements in information and communication technology.
4. The presence of support projects funded by donor countries that will work on capacity building in the field of legislative drafting.

4. Legislative Framework Future Expectations

It is expected that a mechanism will be put in place to review and develop a set of priority legislations and laws related to the constitutional amendments, temporary laws currently in force, as well as the Economic Crimes Law, the Anti-Money Laundering and Terrorism Financing Law, the Anti-Trafficking in Persons Law. Also, it is expected that a mechanism for periodically reviewing laws and pertinent regulations and instructions on a regular basis will be established. In addition, other future projections include the following:

1. Given the importance of this issue, it is expected that the strategic plan for the next three years will include a pillar / major goal that addresses the updating of the set of laws and legislation among justice institutions "**to contribute to the development and modernization of the set of legislation and laws within justice institutions**" and bridge the gap in legislation and regulations such that they would be in line with the constitutional amendments.
2. Harmonize national legislation with international agreements and conventions to which Jordan is a signatory. Incorporate their provisions into national legislation and laws in force, particularly in the areas of human rights, women's rights, child's rights and workers rights. This requires hard work to eliminate any discrimination or bias in our national laws.
3. Enable social forces and civil society institutions, interest groups and international institutions to express their views on legislation, which safeguard protects the interests of people. "**Develop relations with justice and institutions and develop the foundations of cooperation with international institutions**".
4. Review the Execution Law to ensure expedited enforcement of judgments. Review the Evidences Law to allow the adoption of modern methods of proof. This topic falls under pillar four, sub-objective "**contribute to ensuring expedited enforcement of disposed cases in order to achieve timely justice**".
5. Amend the Future Judges Regulations and the Judicial Assistants / Paralegals Regulations.
6. Review legislation relating to the provision of legal aid in order to "**improve legal aid mechanisms and facilitate access of beneficiaries to free service.**"

7. Develop a legislative drafting manual in collaboration with universities, the Judicial Institute and the Bar Association to be a reference guide when developing laws and regulations. This topic is covered by two objectives: **"institutionalize cooperation relationship with the Jordan Bar Association"** and **"strengthen cooperation in law schools."**

4. Analysis and Diagnosis of the Institutional Framework of Ministry of Justice Institutions

In the first chapter we reviewed the institutional and organizational structure of the Ministry of Justice. Through the diagnosis and analysis of the institutional framework, results showed the presence of strengths, weaknesses and opportunities with regard to the institutional framework as follows:

1. Strengths in the institutional framework of the Ministry of Justice covering its internal and external environments

The most notable strengths in the institutional framework are the HR competences of MOJ's institutions, staying congruent with technological and information developments, existence of pertinent infrastructure, presence of a supportive work environment for performance enhancement. In addition, other strengths exist within the institutional framework that aid and stimulate the process of development and modernization, which namely are the following:

1. Strong political will among senior management that is supportive of the development and modernization process and is open to new legal and legislative developments, advancements in information and communication technology as well as the robust judiciary.
2. Provision of logistical support to regular courts, improvement of infrastructure, the supply of equipment, improvement of services provided to the public, provision of a legal library, informational signs for the public, computer software, and information and communication technology .
3. Availability of electronic links with ministries and other government institutions, including the Personal Status Bureau, the Customs Department, the Public Security Directorate, the Ministry of Communication and Information Technology, the Aqaba Special Economic Zone Authority.
4. The ministry has special relations of local, regional, Arab and international cooperation through the different memorandums of understanding signed with various European and Arab stakeholders, and through seminars and workshops that are held within the framework of local, Arab and international cooperation.
5. A staff incentives system is in place and there are cultural, athletic and social, committees, which contribute to enhancing connections and cooperation among employees.

2. Weaknesses and Threats in the institutional framework of the Ministry of Justice covering its internal and external environments

Main weaknesses in the institutional framework relate to the overlap and lack of clarity of responsibilities. Other weaknesses include lack of coordination between MOJ institutions and the Judicial Council institutions in several areas, including: courts infrastructure and services, support staff, public and international relations, information technology ... etc. There are several weaknesses in the internal and external environments in the institutional framework, which are as follows:

1. The gap between job titles, according to the official structural, and practice. The organizational structure and job descriptions are not implemented on the ground as described in official documents. No update job placement and succession plans are in place.
2. Unstudied transfers of staff and brain drain.
3. Weak interest and support for participating in and preparing for the King Abdullah II Award of Excellence.
4. Lack of financial allocations and the difficult economic conditions the country is undergoing.
5. The significant and frequent changes of senior management and governments, which results in changes in plans and policies.
6. Lack of the job vacancies that are created and the appointments that affect the course of work.
7. Varying levels of responsiveness of external partners to the ministry's demands and needs.
8. Lack of unified work procedures at regular courts and shortage in the number of judges. The level of services extended to the public varies from one court to the other. The principle of judicial specialization was not rolled out to all courts and channels of communication and information exchange between court departments and sections is weak.
9. Weak performance of internal controls and shortage of staff and competencies in the field of internal control.
10. Lack of an institutional structure at the ministry in the field of information and communication, be it at the media office level or the media spokesperson level. This weakened, to a large extent, the building of an institutional relationship with the media and journalists. Also, there is lack of qualified and specialized media staff capable of dealing with the media and formulating clear media content that is easy to understand by different public categories of varying educational levels. There is also lack of a media plan media with a clear media message targeted towards the public.
11. Poor coordination between the ministry and local civic institutions, such as civil society organizations, the Jordan Bar Association, and law schools in order to achieve integration of work in supporting efforts to strengthen judicial independence and development efforts, and the creation of a legal culture that supports community awareness and lays the foundation for building a modern state based on partnership, accountability and the rule of law.

3. Opportunities available for developing and modernizing the institutional framework of the Ministry of Justice

Opportunities available for institutional development of the Ministry of Justice are wide and on solid basis as follows:

The strong political support from the highest level of state and logistical support extended by government institutions, and donor countries and international institutions. In addition, the presence of national initiatives, including the initiative to strengthen the national integrity system and the King Abdullah II Award for Excellence.

There is a strong drive among decision makers at the ministry to promote the principle of participation, strategic thinking, and institutional work across all management levels. This is achieved through the development of national plans whereby work mechanisms would be adopted that outline the role of the ministry and its contribution to the building, development and formulation of national plans related to the justice sector.

4. Future expectations for developing and modernizing the institutional framework of the Ministry of Justice

1. Adopting a clear strategy that reflects the actual needs, and is based on the institutionalization of the work of the ministry to achieve its objectives, and that includes programs and financing needs.
2. Strengthen the role of legal research at the ministry in order to provide the advanced legal means in various fields, and in a way that is in line with global developments in this area. Strengthen the role of the ministry in providing legal support to government entities in many fields, especially in the field of review and putting forward some legislative suggestions.
3. Institutionalize relations with relevant local institutions, particularly media institutions and civil society organizations, and develop cooperation basis with international institutions. This topic covers the goal of "**develop relations between justice institutions and cooperation basis with international institutions,**" and the goals of "**strengthen cooperation and coordination with civil society organizations**" and "**develop the institutional structure in the field of communication and media, create guiding principles and policies, and develop clear and easy informational materials.**"
4. Strengthen the legal culture among the society through raising awareness of the public about the role of the judiciary and the Ministry of Justice, informing them of their rights, duties and equality before the law, facilitating access of information, facilitating access to justice and their rights, providing fair trial conditions, and integrating legal culture in the educational system. This topic is covered under pillar five of the next strategic plan, which is "**guarantee the facilitation of access to justice and contribute to**

strengthening public confidence in the judiciary and improving the legal culture".

5. Review, evaluate and modify the organizational structure, job titles, departments and job descriptions at the ministry, taking into account the status quo analysis, the revision of functional descriptions of all public administrations, and available technical and administrative departments and units. This area is covered by the following sub-objective and pillar four: **"strengthen human resources management and development and attract best candidates."**
6. Formulate and develop regulatory frameworks for alternative disputes resolution mechanisms, modernize and develop the legal framework governing alternative dispute resolution mechanisms, and activate the role of the ministry in overseeing and directing alternative mechanisms programs.
7. Develop and modernize the financial systems and the preparation of budgets at the Ministry of Justice. This issue is addressed under objective three of pillar three **"strengthen financial management and control and enhance its capacity to ensure the implementation of plans and programs"**.
8. Modernize the infrastructure in collaboration with donors in relation to buildings, furniture, hardware and software. This topic is addressed by objective six under the third pillar **"improve infrastructure of justice institutions to facilitate access to justice."**
9. Adopt a performance appraisal system that is based on the goals. This will help in resetting priorities, clarifying the roles of staff, and increasing the overall level of accountability at the ministry.
10. Develop a clear training plan that takes into account career path and future needs.

**Chapter Three: Vision, Mission, Pillars and Main Objectives of the Ministry of
Justice Strategic Plan for 2014 – 2016**

Chapter Three: Vision, Mission, Pillars and Main Objectives of the Ministry of Justice Strategic Plan for 2014 – 2016

1. Proposed Vision:

An outstanding and competent institution supportive of judicial independence and the rule of law, complements national efforts and enhances public confidence.

2. Proposed Mission:

Contribute to establishing a fair and transparent judicial environment and drawing modern policies and legislative frameworks to efficiently advance the litigation process and legal assistance, ensure the safeguarding of citizens' rights, preserving and protecting their freedoms, facilitating access to justice, and enhancing partnership with local and international entities, through consolidating a modern institutional structure, and providing qualified and specialized cadres.

3. Core Values:

Transparency and Integrity
Justice and Equality
Belonging
Excellence and Innovation
Teamwork
Quality and Continuous Improvement
Communication, Coordination and Cooperation

4. Strategic Pillars and Sub-Objectives

Pillar 1: Contribute to the development of the national integrity system through an independent and active judiciary.

1. Promote a fair judicial environment that is supportive of judicial independence.
2. Contribute to strengthening the capacity of judges and providing them with the necessary skills towards reaching high quality judicial decisions.
3. Contribute to developing and modernizing audit systems and the Judicial Inspection.
4. Introduce gender concepts in the litigation process.

Pillar 2: Contribute to developing the set of legislation and laws in justice institutions.

1. Modernize and develop legislations in line with the constitutional amendments.
2. Secure the stability of key legislation by fortifying laws and legislation of legal loopholes.
3. Develop capacities and competencies in the area of legislative drafting.

Pillar 3: Strengthen institutional capacity and entrench a culture of excellence

1. Strengthen the role of senior leadership in the design and development of policies and strategies.
2. Activate the role of the institutional development unit to ensure proper implementation of plans and programs.
3. Strengthen financial management and control and enhance its capacity to ensure the implementation of plans and program.
4. Enhance knowledge management and sustainability.
5. Strengthen human resources management and development.

Pillar 4: Contribute to raising the efficiency and effectiveness of justice sector institutions.

1. Improve infrastructure of justice institutions facilities
2. Expand the introduction of modern technology to interact with the justice sector institutions to access sources of information and services easily and effortlessly.
3. Contribute to ensuring expedited execution of disposed cases in order to achieve timely justice.
4. Contribute to reducing the burden on courts and improve performance to ensure reduced litigation time.
5. Contribute to developing the criminal justice system in accordance with modern standards and best practices.
6. Contribute to the development and modernization of public services provided by courts.
7. Develop relations among justice institutions and develop cooperation basis with international institutions.

Pillar 5: Guarantee the facilitation of access to justice and contributing to strengthening public confidence in the judiciary and improving its the legal culture

1. Improve legal aid mechanisms and facilitate access to free service by beneficiaries.
2. Develop the institutional structure in the field of communication and media, create guiding principles and policies, and develop clear and easy informational materials.
3. Promote citizen participation in policies adopted by the justice sector such that they are guaranteed the right to review and access information easily and conveniently.
4. Institutionalize cooperation relations with the Bar Association.
5. Enhance cooperation with law schools.
6. Strengthen cooperation and coordination with civil society organizations.
7. Contribute to integrating the legal culture in the educational systems.

Vision, Mission, Pillars and Main Objectives of the Ministry of Justice Strategic Plan for 2014 – 2016

Vision and Mission:

The Ministry of Justice strategic plan for the years (2014 - 2016) was developed with commitment and support from the highest levels within the ministry. It also was based on the participation of directors, staff, and MOJ partner experts, from the Justice Sector Support Program in order to meet threshold requirements for EU funded budget support, in making decisions with regard to the ministry's vision, mission and goals. Furthermore, the vision, mission and goals document of the ministry was based on the appointment letter sent by His Majesty to His Excellency the Prime Minister on 8 December 2012 which was used as a main reference and future forecast for developing the ministry's strategic plan for the next three years. In addition, the document was based on the National Integrity Charter as a long-term vision towards laying the high level principles of justice, equality, rule of law, fairness, transparency and anti corruption, which in essence are foundational basis of good governance in Jordan and the starting point of comprehensive integrated reform.

The vision, mission and goals document of the ministry also emerged as a result of the SWOT analysis conducted for MOJ's internal and external environments, during the implementation of previous strategic plans, starting with the JUST plan for 2004 – 2006 and covering the 2007-2009 strategic plan, and finally the 2008 – 2012 strategy plan, and the aggregate outcome of activities that were implemented within the framework of preparing the plan. The vision, mission, pillars and objectives of the strategy were endorsed as follows:

MOJ Vision

An outstanding and competent institution supportive of judicial independence and the rule of law, complements national efforts and enhances public confidence.

The ministry's vision primarily focused on building an institution that is robust, initiative, competent with prudent administration that contributes to preserving the interests of citizens and safeguarding and protecting their rights so as to gain their confidence. Following are the main characteristics of the vision of MOJ'S strategy:

1. The vision focused on the ministry's support for judicial independence and the strengthening of the principle of the independence of the judiciary. Judges must be independent with no authority over them except that of the law.
2. The rule of law and its enforcement such that everyone is subject to the law, no one transcends it and the legal texts are applied fairly and indiscriminately between members of the community.

3. The vision focused on the importance of gaining public confidence in the judiciary and state institutions and that attention be paid to public opinion. To gain said confidence it is required that work be done on involving citizens in decision-making, policy implementation, and constantly monitoring public attitude towards the judiciary and its fairness, the performance of state institutions and the timely disposition of cases under a rule of law state.
4. The vision defined the complementary relationship between consolidating the principle of judicial independence, building a modern state institutions, and laying the foundations of the rule of law on one hand, and national economic reform efforts, enhancing national economy competitiveness and elevating Jordan as a rule of law country that reassures investor the fairness of its judiciary on the other hand.

MOJ Mission

Contribute to establishing a fair and transparent judicial environment and drawing modern policies and legislative frameworks to efficiently advance the litigation process and legal assistance, ensure the safeguarding of citizens' rights, preserving and protecting their freedoms, facilitating access to justice, and enhancing partnership with local and international entities, through consolidating a modern institutional structure, and providing qualified and specialized cadres.

The ministry will, within the framework of its mission, seek to provide the justice sector with a judicial environment that is fair and transparent to carryout adjudication and legal support in the best possible way. The ministry's mission focused on the following characteristics:

1. The ministry will seek to create a fair and transparent judicial and legal environment for the justice sector in order to advance the litigation process and legal support, to guarantee citizens rights and safeguard their freedoms by contributing to the development of modern policies and legislative frameworks.
2. Implementation of MOJ's vision and mission can be achieved through the presence of an institution that has a modern structure and organization and provides high quality services to its citizens transparently and fairly. It is imperative that there be clarity of roles, complementarity of roles and no overlap in functions or duplication of efforts.
3. Enhance partnerships with local and international entities.
4. The ministry seeks to enhance institutional capacity and develop its human resources.
5. The Ministry will work towards facilitating access to justice for eligible categories.

Core Values

- Integrity and transparency:

Integrity and transparency is a responsibility shared by all state institutions and the society and coordinated and participatory work in efforts and decision-making and efforts to ensure alignment among them.

- Justice and equality:

Instill the principle of justice, equality, equal opportunities and promotion of security among the strata of society in terms of rights and duties

- Belonging

Belief in institutional values, ethics and professional integrity, complementarity between individual and corporate values in achieving the vision, mission and goals of the institution.

- Excellence and creativity:

Excellence in performance and quality of service provided, in accordance with best international standards, and respect for the rights and the indiscriminate interests of service recipients, and the pursuit of continuous development, and a commitment to achieving national objectives and public interest. Also, open way for positive creative thinking, away from bureaucracy, and reward development and initiative.

- Teamwork:

Collaborative efforts towards achieving the goals, respect for others' opinions and cooperation and mutual respect.

- Quality and continuous improvement:

We review and evaluate our performance and continuously improve it to maintain the quality of service provided.

- Communication, coordination and cooperation:

Listen to the views of service recipients and our partners with regard to services provided to them, learn about their needs, benefit from the experiences of others, disseminate legal and judicial information and open the judiciary outward towards its surroundings.

Pillars and Main Objectives of the Ministry of Justice Strategic Plan for 2014 – 2016

Based on the status quo analysis, using the SWOT analysis, of the functions of the Ministry of Justice, the areas of strengths, weaknesses and challenges faced by the ministry during its long course of achievements were identified, and the opportunities to develop and keep pace with the rapid changes and developments in all aspects of its work were also studied.

Five main pillars were adopted as the strategic objectives of the Ministry of Justice for the next three years (2014-2016), where the pillars and objectives integrate with the vision. A number of sub-objectives emerged from each pillar as follows:

Pillar 1: Contribute to the development of the national integrity system through an independent and active judiciary.

This pillar is in full alignment with the vision of His Majesty and the vision and mission of the ministry with regard to enhancing the national integrity system and strengthening judicial independence. From this pillar, three sub-objectives emerged whereby each objective includes a number of activities and programs to be achieved and which contribute to the attainment of the vision. Following are the objectives, programs and activities:

1. Promote a fair judicial environment that is supportive of judicial independence.

The Ministry of Justice is working with its justice sector partners to promote a fair and supportive judicial environment of the independence of the judiciary by helping to develop mechanisms to activate the judicial code of conduct, and a code of conduct for court and ministry staff. To achieve this goal, work will be undertaken on the following activities and programs:

- 1.1 Develop the necessary mechanisms to activate the judicial code of conduct.
 - 1.2 Activate the Code of Conduct for ministry and court staff.
 - 1.3 Disseminate the culture of integrity at the individual and institutional levels.
 - 1.4 Assist in the development and updating of standards and criteria for the appointment, transfer, secondment, and suspensions and disciplining of judges, in a manner that does not conflict with the Judicial Code of Judicial Conduct.
2. Contribute to strengthening the capacity of judges and providing them with the necessary skills towards reaching high quality judicial decisions.

Judicial training is an important tool in strengthening the capacity of judges, improving their knowledge and skills, and raising judicial efficiency. It also helps

improve the quality of justice service and the performance of the courts. Also, it is one of the means of strengthening the principle of judicial independence and the public right of access to justice. The fundamental changes in the judicial system, the continued increase in the number of new judges to keep up with the exponential rise in the number of cases filed before the various court levels, a result of improvement in the concept of the rule of law in society on the one hand, and the issuance of an increased number of more complex and specialized legislation, and the doubling of the workload of judges on the other hand, necessitated the need for developing current judicial training programs, or to formulate new training strategies to maintain the high quality of judicial work. Following are the proposed activities to achieve this goal:

- 2.1 Contribute to the restructuring of the Judicial Institute and establish a unit concerned with training programs management.
 - 2.2 Contribute to the development of an annual continuous judicial education plan for judges from various court levels as needed.
 - 2.3 Assist in the development and modernization of the system and rules of continuous judicial education.
 - 2.4 Participate in adopting the plan and the comprehensive training curriculum for new judges prior to assuming their judicial duties.
 - 2.5 Participate in the adoption of trainers from within the judiciary for various disciplines.
 - 2.6 Conduct a survey to identify the training needs of judges based on their need and personal assessment and according to the nature of their work.
 - 2.7 Send judges to review regional and international judicial experience based on objective criteria.
3. Contribute to developing and modernizing audit systems and the Judicial Inspection.

The existence of monitoring bodies immune from any influence, and exercise their powers independently, and possess a sound institutional structure supported by qualified cadres working professionally and impartially; will promote the establishment of a system of justice and accountability and good governance. Monitoring work must be governed by legislation, and rely on information technology to ensure the safeguarding of justice and the protection of citizens rights. Also, what complements the aforementioned is the existence of effective accountability mechanisms, by giving the judicial inspection necessary immunity. Following are the priority proposed activities to achieve this goal:

- 3.1 Participate in the periodic review to modernize and develop judicial inspection standards, and expand its scope to include the incorporation of the assessment of chief judges such that inspection reports would serve as a tool to measure the real performance and behavior of a judge.
- 3.2 Work on establishing an electronic link between the Judicial Inspection Directorate and courts so as to allow inspectors review access to any pending case and monitor its proceedings.

3.3 Contribute to the implementation of training programs for inspectors, and provide them the opportunity to review the experiences of other countries and latest inspection methods.

4. Introduce gender concepts in the litigation process.

Introducing the concepts of gender in the litigation process and the empowerment of women socially, politically and economically relies on the readiness of the justice sector to integrate gender, programs and policy wise, into the political will, planning, training, and implementation of follow-up and evaluation programs, as well as the organizational structure, procedures and policies. Below are a number of activities that will be implemented to achieve the goal:

- 4.1 Activate and develop the work mechanisms of the Human Rights and family Affairs Directorate.
- 4.2 Develop plans for the inclusion of gender in judicial work to include plans for raising awareness about gender concepts.
- 4.3 Provide judges with the necessary training to deal with issues relating to women and children.
- 4.4 Provide the infrastructure and appropriate equipment for receiving families during litigation proceedings.

Objectives, Activities and Performance Indicators Matrix – Pillar 1			
Objective & Activities	Programs	Performance Indicators	Measurement Tools
Pillar 1: Contribute to the development of the national integrity system through an independent and active judiciary.		1. Jordan's rank in the global Judicial Independence index.	International reports
		2. Percent increase in the satisfaction of judges, the public, court users (staff), and lawyers with regard to integrity and independence of the judiciary	Conduct a perception survey to gauge the satisfaction level and opinions of the different target groups and compare them to 2008 survey results
1. Promote a fair judicial environment that is supportive of judicial independence			
1.1 Develop the necessary mechanisms to activate the judicial code of conduct.	Institutional Capacity Building (Organizationally & Technically)		
1.2 Activate the Code of Conduct for ministry and court staff.	Institutional Capacity Building (Organizationally & Technically)		
1.3 Disseminate the culture of integrity at the individual and institutional levels.	Media & Communication Program (Education & Awareness)		
1.4 Assist in the development and updating of standards and criteria for the appointment, transfer, secondment, and suspensions and disciplining of judges, in a manner that does not conflict with the Judicial Code of Judicial Conduct.	Legislations & Laws Program		
2. Contribute to strengthening the capacity of judges and providing them with the necessary skills towards reaching high quality judicial decisions		Regulatory and institutional developments and modernization in the training environment	Review reports and monitor the number of courses, number of trainees and the quality of the updates in the training environment field
		Annual number of specialized training courses	
		Increase in the number of trainees at the JIJ	
2.1 Contribute to the restructuring of the Judicial Institute and establish a unit concerned with training programs management	Legislations & Laws Program		
2.2 Develop an annual continuous judicial education plan for judges from various court levels as needed	Studies, Research, Plans, Budgets, Performance and		

	Programs Evaluation Program		
2.3 Assist in the development and modernization of the system and rules of continuous judicial education.	Legislations & Laws Program		
2.4 Participate in adopting the plan and the comprehensive training curriculum for new judges prior to assuming their judicial duties.	Training & Specialization Program		
2.5 Participate in the adoption of trainers from within the judiciary for various disciplines.	Training & Specializations Program		
2.6 Conduct a survey to identify the training needs of judges based on their need and personal assessment and according to the nature of their work.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
2.7 Send judges to review regional and international judicial experience based on objective criteria.	Training & Specialization Program		
3. Contribute to developing and modernizing audit systems and the Judicial Inspection		Increased efficiency and effectiveness of the judicial inspection as a result of the revised and enhanced inspection criteria.	Review the number and quality of inspection visits carried out during a specific period in the context of the updated standards.
3.1 Participate in the periodic review to modernize and develop judicial inspection standards, and expand its scope to include the incorporation of the assessment of chief judges such that inspection reports would serve as a tool to measure the real performance and behavior of a judge.	Legislations & Laws Program		
3.2 Work on establishing an electronic link between the Judicial Inspection Directorate and courts so as to allow inspectors review access to any pending case and monitor its proceedings.	Institutional Capacity Building (Organizationally & Technically)		
3.3 Contribute to the implementation of training programs for inspectors, and provide them the opportunity to review the experiences of other countries and latest inspection methods	Training & Specialization Program		
4. Introduce gender concepts in the litigation process		Number of gender courses	Monitor the number of training courses and awareness programs in the field of gender and the extent of improvements in the infrastructure for
		Percent improvement in the concept of gender after introducing it to the litigation process	

			receiving families in the litigation process and improvement in public attitudes towards human rights and family
4.1 Activate and develop the work mechanisms of the Human Rights and family Affairs Directorate.	Training & Specialization Program		
4.2 Develop plans for the inclusion of gender in judicial work to include plans for raising awareness about gender concepts.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
4.3 Provide judges with the necessary training to deal with issues relating to women and children.	Training & Specialization Program		
4.4 Provide the infrastructure and appropriate equipment for receiving families during litigation proceedings	Institutional Capacity Building (Organizationally & Technically)		

Pillar 2: Contribute to developing the set of legislation and laws in justice institutions.

This pillar focuses on bridging the legal and legislative gap to become congruent with local and international advancements through periodic review. Laws and regulations should be governed by considerations of justice, freedom, and equality, and be consistent with international conventions, and based on the balancing between the considerations of justice and freedom on the one hand, and the requirements of security, order and stability on the other hand.

Work under this pillar includes fortifying the system of values and the rules of conduct in justice sector institutions, and ensure their integration into the national responsibility of comprehensive development. This pillar includes three main objectives. The following are the objectives, activities and programs

1. Modernize and develop legislations in line with the constitutional amendments.

In the framework of this objective, it is required that national legislation be harmonized with international covenants and conventions signed by the state, and have entered into force, especially in the areas of human rights, women and child workers. This requires diligent hard work to remove anything that taints in national laws in terms of discrimination or bias. In addition, safeguard stability in the basic legislation by fortifying laws and regulations of legal loopholes, and enable the social forces and civil society institutions to express their opinions on legislation that

provide and protect the interests of the people. Following are the main proposed activities under this objective:

- 1.1 Contribute to drafting of the Law of Judicial Independence.
- 1.2 Participate in drafting the administrative judiciary law.
- 1.3 Propose an amending law to the regular courts formation law and the Conciliation Courts Law.

2. Secure the stability of key legislation by fortifying laws and legislation from legal loopholes.

The major gaps in regulations and legislation among justice sector institutions is the lack of stability in the legislation, lack of expertise in legal drafting, as well as weakness in monitoring, accountability and performance evaluation bodies, and the integrated work of these institutions. Work under this goal must focus on the following:

- 2.1 Contribute to the revision of existing legislation, diagnosing problems, including problems related to enforcement of judgments, identify weaknesses, and propose recommendations to improve workflow.
- 2.2 Assist in reviewing and amending the Penal Code and incorporate alternative sentences for some crimes.
- 2.3 Assist in the re-consideration of alternative disputes resolution (mediation) laws.
- 2.4 Assist in the review of legislation that regulate prisons to determine the extent of alignment between them and international standards that govern reform and rehabilitation institutions.
- 2.5 Conduct a study for the adoption of legally binding e-signatures, such that case filing procedures and its announcement is done through a system that is endorsed by the judiciary and litigating parties.
- 2.6 Propose an execution law that ensures expedited enforcement of judgments.
- 2.7 Propose the review of the Evidences Law to allow the adoption of modern methods of proof.
- 2.8 Contribute to amending the Judicial Institute of Jordan Regulations and all instructions issued pursuant thereto, and develop an academic plan for the Institute's judicial diploma.
- 2.9 Assist in amending the scholarships regulations.
- 2.10 Assist in developing the legal aid system.
- 2.11 Assist in developing and updating the paralegals / judicial assistants regulations.
- 2.12 Amend the Social Solidarity Fund for Judges and Staff Regulations.

3. Develop capacities and competencies in the area of legislative drafting.

Under this goal, work must be undertaken to provide the Legal Affairs Directorate at the Ministry with the necessary support; such that it is the competent specialized

legal reference for all ministries and government departments in the Kingdom. The Directorate must have units so that each unit would handle specific tasks, such as investigations, consultations, legislations, international conventions, alternative resolutions, mediation, and reform and rehabilitation centers. The directorate and units must always be staffed with competent personnel who are constantly trained. Below are a number of activities that will be implemented to achieve the goal:

- 3.1 Define the technical and logistical needs of the Legal Department.
- 3.2 Make available necessary references and tool.
- 3.3 Provide appropriate training for staff.
- 3.4 Provide access to electronic legal journals to enhance the legal opinions issued by the Directorate.
- 3.5 Develop a Manual for Legislative Drafting so that it becomes a reference guide when developing laws and regulations.
- 3.6 Develop an annual legislative plan commensurate with the goals of the ministry.

Objectives, Activities and Performance Indicators Matrix – Pillar 2			
Objective & Activities	Programs	Performance Indicators	Measurement Tools
Pillar 2: Contribute to developing the set of legislation and laws in justice institutions.		Percent of legislation related to the constitutional amendments that were developed and updated from the total number of reviewed legislations.	Monitor the number of legislation that were developed and updated related to the constitutional amendments divided by the number of reviewed legislations.
1. Modernize and develop legislations in line with the constitutional amendments			
1.1 Contribute to drafting of the Law of Judicial Independence.	Legislations & Laws Program		
1.2 Participate in drafting the administrative judiciary law.	Legislations & Laws Program		
1.3 Propose an amending law to the regular courts formation law and the Conciliation Courts Law	Legislations & Laws Program		
2. Secure the stability of key legislation by fortifying laws and legislation from legal loopholes			
2.1 Contribute to the revision of existing legislation, diagnosing problems, including problems related to enforcement of judgments, identify weaknesses, and propose recommendations to improve workflow.	Legislations & Laws Program	1. Number of laws and regulations that were amended to address legal loopholes.	Review reports and identify the number of laws and legislations that were modified and drafts were prepared for.
		2. Number of legislations that draft amending laws were prepared for.	
		3. Number of drafts of legislation that MOJ contributed to their updating and amending.	
2.2 Assist in reviewing and amending the Penal Code and incorporate alternative sentences for some crimes.	Legislations & Laws Program		
2.3 Assist in the re-consideration of alternative disputes resolution (mediation) laws.	Legislations & Laws Program		
2.4 Assist in the review of legislations that regulate prisons to determine the extent of alignment between them and international standards that govern reform and rehabilitation institutions.	Legislations & Laws Program		
2.5 Conduct a study for the adoption of legally binding e-signatures, such that case filing procedures and its announcement is done through a system that is endorsed by the judiciary and litigating parties.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
2.6 Propose an execution law that ensures	Legislations &		

expedited enforcement of judgments.	Laws Program		
2.7 Propose the review of the Evidences Law to allow the adoption of modern methods of proof.	Legislations & Laws Program		
2.8 Contribute to amending the Judicial Institute of Jordan Regulations and all instructions issued pursuant thereto, and develop an academic plan for the Institute's judicial diploma.	Legislations & Laws Program		
2.9 Assist in amending the scholarships regulations.	Legislations & Laws Program		
2.10 Assist in developing the legal aid system.	Legislations & Laws Program		
2.11 Assist in developing and updating the paralegals / judicial assistants regulations.	Legislations & Laws Program		
2.12 Amend the Social Solidarity Fund for Judges and Staff Regulations.	Legislations & Laws Program		
3. Develop capacities and competencies in the area of legislative drafting.		<ol style="list-style-type: none"> 1. Number of employees and judges trained on legislative drafting from the total number of targeted group classified according to job function. 2. Courses and study visits on the subject of legislative drafting. 3. Legal department is equipped and a number of electronic journals and a legislative drafting manual are issued. 	Monitoring the number of courses and number of trainees on legislative drafting, and the number of journals of magazines and guides issued.
3.1 Define the technical and logistical needs of the Legal Department.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
3.2 Make available necessary references and tool.	Institutional Capacity Building (Organizationally & Technically)		
3.3 Provide appropriate training for staff.	Training & Specialization Program		
3.4 Provide access to electronic legal journals to enhance the legal opinions issued by the Directorate.	Media & Communication Program (Education &		

	Awareness)		
3.5 Develop a Manual for Legislative Drafting so that it becomes a reference guide when developing laws and regulations.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
3.6 Develop an annual legislative plan commensurate with the goals of the ministry.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		

Pillar 3: Strengthen institutional Capacity and entrench a culture of excellence

The Ministry of Justice plays an active and influential role in the development and modernization of justice sector institutions. Its role extends to providing logistical, technical, and financial support, raising the performance level and services of the justice sector to carry out its functions efficiently and effectively, strengthening judicial and legal cooperation, and building relations and cooperation with local and international entities. It also contributes to the achievement of national objectives with regard to enhancing the integrity system, raising public confidence and trust in justice institutions, expanding the legal culture among various segments of society, improving the investment climate, enhancing economic competitiveness, and contributing to the development of policies and legislative frameworks to keep up with the latest local and international advancements. This pillar includes six main objectives and a number of activities and programs as follows:

1. Strengthen the role of senior leadership in the design and development of policies and strategies.

This goal focuses on the importance of strengthening the role of leadership in supporting of policy and strategy formulation and decision-making. Among the main strategies and policies that the Ministry of Justice is considered a key partner on its follow-up and implementation is the Royal letter addressed to the Prime Minister on 12.8.2012, the National Integrity Charter of the Royal Commission of 2013, the judicial Authority Strategy for the years (2012 - 2014), and the Criminal Justice Development Strategy for the years (2013 - 2018), which was approved by the National Criminal Justice Committee on 06/11/2013. To implement this goal it is possible to work, over the course of the next three years, on the following activities and programs:

- 1.1 Provide the necessary support for the development and modernization of relevant strategies according to latest updates and developments.
 - 1.2 Organize and institutionalize the necessary mechanisms by which coordination and guidance committees are formed to ensure proper follow-up and implementation of projects and strategies.
 - 1.3 Adopt modern management concepts based on employees empowerment, and promotion of creativity, innovation and excellence and belonging.
 - 1.4 Introduce quality management to all justice institutions and reshape the culture of its staff.
 - 1.5 Create an environment within justice institutions that maintains continuous development and involvement of employees in development.
2. Activate the role of the institutional development unit to ensure proper implementation of plans and programs.

For the Institutional Development Unit at the ministry to fulfill its role of monitoring the implementation of plans and programs adopted and approved by the justice institutions, it must be given pertinent powers and responsibilities to

carryout functions according to specific timelines outlined in the implementation plans and endorsed programs, and which establishes a base for a true partnership with the various stakeholders, that assume the process of implementation and performance evaluation. The Development Unit will carryout other activities:

- 2.1 Monitor the implementation of strategic plans and measure performance indicators.
- 2.2 Activate the role of the statistics section to generate periodic statistical reports from the databases.
- 2.3 Set service level quality standards and distribute and disseminate said standards.
- 2.4 Implement periodic evaluation of the level of services offered, and identify opportunities for service level improvement.

3. Strengthen financial management and control and enhance its capacity to ensure the implementation of plans and program.

This goal focuses on financial management and budgeting, and their restructuring to safeguard against waste, fair distribution and expenditure based on effective internal control systems. This might require the enactment of legislation that assist it carryout its business with transparency and integrity. Also, this focus of this goal is on modernizing and improving the quality of management by focusing the introduction of modern management concepts.

- 3.1 Prepare results-oriented budgets on the institutional objectives emanating from the Ministry's strategic, which in turn is integrated with the national goals and priorities and their respective performance indicators.
- 3.2 Introduce the child budget concept in setting the budget and implement child friendly models.
- 3.3 Periodically review the expenditure policy to compare percent of completion with expenditure size and its reflection of the attainment of goals in order to benefit from such analysis in setting subsequent budgets.
- 3.4 Adopt a participatory approach with relevant bodies and institutions funded by donor countries to cover expenses that fall within the ministry's plans and priorities.
- 3.5 Adopt the policy of announcing and publishing the budget and its annexes and the budgets development and enhancement programs as well as financial indicators and dissemination using appropriate means and in a way that ensures fairness and transparency.
- 3.6 Adopt energy management and conservation policies.
- 3.7 Develop fair standards and criteria for the selection and appointment of administration and finance officials, and provide specialized training programs.
- 3.8 Provide necessary technical equipment, technology and software to enable financial and administrative units, including the budgets unit, to operate efficiently and effectively.

- 3.9 Activate the role of internal control in the ministry and the courts, and create a clear methodology for internal control units to obtain necessary information in a timely manner such that it would achieve the principle of integrity.
- 3.10 Develop and update correspondences mechanisms and methods of tracking them.
- 3.11 Develop and update the mechanism of dealing with complaints and suggestions

4. Enhance knowledge management and sustainability.

The concept of knowledge management is based on providing information and making it available to all of the organization's employees and external beneficiaries. This contributes to the development of individual performance, and raising the efficiency of the organization. Following are a number of activities to improve the knowledge management:

- 4.1 Work on updating the knowledge management strategy through diagnosing the type of knowledge available at justice institutions, identifying sources of knowledge generation, the people responsible for them, and the role it plays inside justice institutions, the challenges they face, especially those related to knowledge transfer from the individual to the group level, and develop mechanisms to collect, classify, and store knowledge and allow for information flow to beneficiaries and easy access.
- 4.2 Develop an operational plan to take advantage of knowledge and apply and employ it to solve the problems of the organization, and work towards developing and modernizing it.
- 4.3 Train staff on the methods of process development and identifying, arranging, analyze problems and drawing conclusions.
- 4.4 Motivate and recognize individuals who carry out their work in a creative manner, which increases the enthusiasm of staff and creates an atmosphere of trust and a sense of belonging to the institution.
- 4.5 Establish supervision and follow-up mechanisms on work groups in order to modify any deviation, follow-up on their achievements and overcome and difficulties that they face.

5. Strengthen human resources management and development.

Human resources management participates in the responsibility of managing the human capital, raising its efficiency in light of the rapid changes taking place in the justice sector, and keeping up with state programs to achieve comprehensive development, using the latest training needs assessment methods and implementing outstanding and integrated training activities. It is necessary to include senior management training programs, and provide opportunities for the exchange of experiences, especially with relevant institutions in the Arab countries. This requires that work on the following activities be undertaken:

- 5.1 Develop and modernize job descriptions and job classifications and fine-tune the organizational structure of institution and determine the type of skills for each job that are in line with its vision and mission.
- 5.2 Prepare annual training plans, taking into account the outputs of performance evaluation, job descriptions, and changes and developments.
- 5.3 Focus on specialization training.
- 5.4 Organize study tours and external training sessions to view regional and international experience in relevant areas.
- 5.5 Update and develop the capacity, curricula and training programs at the Judicial Institute to include all justice sector employees according to their training needs and specializations.
- 5.6 Develop an implementation plan for comprehensive training programs that covers all posts, each according to its specialization and needs.
- 5.7 Update and develop career succession plans.
- 5.8 Provide an appropriate work environment for creativity, education, development and change, that contributes to the well-being, satisfaction, and motivation of employees. Support employee livelihood programs to enhance chances of staff retention.
- 5.9 Develop the efficiency and effectiveness of performance appraisal such that it promotes positive behavior, and eliminates negative behavior and poor performance.
- 5.10 Continue to meet other development needs in the area of infrastructure to facilitate access by the litigants, and increase the efficiency of operations (furniture, computers, networks, communication devices, servers, computers, queuing systems, scanners and office equipment).

Objectives, Activities and Performance Indicators Matrix – Pillar 3			
Objective & Activities	Programs	Performance Indicators	Measurement Tools
Pillar 3: Strengthen Institutional Capacity and entrench a culture of excellence		1.Improvement in the results and ranking of the Ministry of Justice in the King Abdullah II Award for Excellence.	Review reports and budgets to identify improvement in spending on investment programs and the implementation of activities outlined the implementation plan and the ranking of the ministry in Excellence Award
		2. Implementation percent of investment plans and programs in the framework of the Ministry's annual budgets.	
1. Strengthen the role of senior leadership in the design and development of policies and strategies		Percent of participants from the senior leadership in the area of policy and strategy formulation.	The number of participants from senior leadership in trainings on policies and strategies, formulation divided by the total number of senior leadership.
1.1 Provide the necessary support for the	Studies, Research,		

development and modernization of relevant strategies according to latest updates and developments.	Plans, Budgets, Performance and Programs Evaluation Program		
1.2 Organize and institutionalize the necessary mechanisms by which coordination and guidance committees are formed to ensure proper follow-up and implementation of projects and strategies.	Institutional Capacity Building (Organizationally & Technically)		
1.3 Adopt modern management concepts based on employees empowerment, and promotion of creativity, innovation and excellence and belonging.	Institutional Capacity Building (Organizationally & Technically)		
1.4 Introduce quality management to all justice institutions and reshape the culture of its staff.	Institutional Capacity Building (Organizationally & Technically)		
1.5 Create an environment within justice institutions that maintains continuous development and involvement of employees in development.	Institutional Capacity Building (Organizationally & Technically)		
2. Activate the role of the institutional development unit to ensure proper implementation of plans and programs		Improvement in the performance of the Institutional Development Unit in the implementation of plans and programs, and performance evaluation.	Compliance level of the Institutional Development Unit in the implementation of plans and programs within the framework of the implementation plan.
2.1 Monitor the implementation of strategic plans and measure performance indicators.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
2.2 Activate the role of the statistics section to generate periodic statistical reports from the databases.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
2.3 Set service level quality standards and distribute and disseminate said standards.	Institutional Capacity Building (Organizationally & Technically)		
2.4 Implement periodic evaluation of the level of services offered, and identify opportunities for service level improvement.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		

<p>3. Strengthen financial management and control and enhance it capacity to ensure the implementation of plans and program</p>		<p>1. A number of institutional and logistical developments have been introduced at the two departments.</p> <p>2. Improvement in the performance of the finance and administration departments in implementing plans, programs and budgets.</p>	<p>Review reports and monitor the quantity and quality of enhancements introduced to the two departments and the extent of its impacts on the improvement in the performance and implementation of plans and programs.</p>
<p>3.1 Prepare results-oriented budgets on the institutional objectives emanating from the Ministry's strategic, which in turn is integrated with the national goals and priorities and their respective performance indicators.</p>	<p>Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program</p>		
<p>3.2 Introduce the child budget concept in setting the budget and implement child friendly models.</p>	<p>Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program</p>		
<p>3.3 Periodically review the expenditure policy to compare percent of completion with expenditure size and it reflection of the attainment of goals in order to benefit from such analysis in setting subsequent budgets.</p>	<p>Institutional Capacity Building (Organizationally & Technically)</p>		
<p>3.4 Adopt a participatory approach with relevant bodies and institutions funded by donor countries to cover expenses that fall within the ministry's plans and priorities.</p>	<p>Institutional Capacity Building (Organizationally & Technically)</p>		
<p>3.5 Adopt the policy of announcing and publishing the budget and its annexes and the budgets development and enhancement programs as well as financial indicators and dissemination using appropriate means and in a way that ensures fairness and transparency.</p>	<p>Media & Communication Program (Education & Awareness)</p>		
<p>3.6 Adopt energy management and conservation policies.</p>	<p>Institutional Capacity Building (Organizationally & Technically)</p>		
<p>3.7 Develop fair standards and criteria for the selection and appointment of administration and finance officials, and provide specialized training programs.</p>	<p>Legislations & Law Program, Training & Specialization Program</p>		
<p>3.8 Provide necessary technical equipment, technology and software to enable financial</p>	<p>Institutional Capacity Building</p>		

and administrative units, including the budgets unit, to operate efficiently and effectively.	(Organizationally & Technically)		
3.9 Activate the role of internal control in the ministry and the courts, and create a clear methodology for internal control units to obtain necessary information in a timely manner such that it would achieve the principle of integrity.	Institutional Capacity Building (Organizationally & Technically)		
3.10 Develop and update correspondences mechanisms and methods of tracking them.	Institutional Capacity Building (Organizationally & Technically)		
3.11 Develop and update the mechanism of dealing with complaints and suggestions	Institutional Capacity Building (Organizationally & Technically)		
4. Enhance knowledge management and sustainability		<p>1. A number of institutional and logistical developments have been introduced to knowledge management.</p> <p>2. Improvement in the performance of knowledge management in terms of identifying sources and expanding benefit from them.</p>	Review reports and monitor the quantity and quality of enhancements made to knowledge management and the extent of its impacts on performance improvement in identifying sources of knowledge and disseminating benefit from such knowledge.
4.1 Work on updating the knowledge management strategy through diagnosing the type of knowledge available at justice institutions, identifying sources of knowledge generation, the people responsible for them, and the role it plays inside justice institutions, the challenges they face, especially those related to knowledge transfer from the individual to the group level, and develop mechanisms to collect, classify, and store knowledge and allow for information flow to beneficiaries and easy access.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
4.2 Develop an operational plan to take advantage of knowledge and apply and employ it to solve the problems of the organization, and work towards developing and modernizing it.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
4.3 Train staff on the methods of process	Training &		

development and identifying, arranging, analyze problems and drawing conclusions.	Specialization Program		
4.4 Motivate and recognize individuals who carry out their work in a creative manner, which increases the enthusiasm of staff and creates an atmosphere of trust and a sense of belonging to the institution.	Institutional Capacity Building (Organizationally & Technically)		
4.5 Establish supervision and follow-up mechanisms on work groups in order to modify any deviation, follow-up on their achievements and overcome and difficulties that they face	Institutional Capacity Building (Organizationally & Technically)		
5. Strengthen human resources management and development		<p>1. A number of institutional and logistical developments have been introduced to the work of the human resources departments.</p> <p>2. Improvement in the work performance of the human resource management department in development and institutional capacity and functional fields (roles, tasks and responsibilities and training ...)</p>	Review reports and monitor the quantity and quality of enhancements introduced to human resources management and the extent of its impacts on performance enhancement in development and institutional capacity functional fields.
5.1 Develop and modernize job descriptions and job classifications and fine-tune the organizational structure of institution and determine the type of skills for each job that are in line with its vision and mission.	Institutional Capacity Building (Organizationally & Technically)		
5.2 Prepare annual training plans, taking into account the outputs of performance evaluation, job descriptions, and changes and developments.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
5.3 Focus on specialization training.	Training & Specialization Program		
5.4 Organize study tours and external training sessions to view regional and international experience in relevant areas.	Training & Specialization Program		
5.5 Update and develop the capacity, curricula and training programs at the Judicial Institute to include all justice sector employees according to their training needs	Training & Specialization Program		

and specializations.			
5.6 Develop an implementation plan for comprehensive training programs that covers all posts, each according to its specialization and needs.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
5.7 Update and develop career succession plans.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
5.8 Provide an appropriate work environment for creativity, education, development and change, that contributes to the well-being, satisfaction, and motivation of employees. Support employee livelihood programs to enhance chances of staff retention.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
5.9 Develop the efficiency and effectiveness of performance appraisal such that it promotes positive behavior, and eliminates negative behavior and poor performance.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
5.10 Continue to meet other development needs in the area of infrastructure to facilitate access by the litigants, and increase the efficiency of operations (furniture, computers, networks, communication devices, servers, computers, queuing systems, scanners and office equipment).	Institutional Capacity Building (Organizationally & Technically)		

Pillar 4: Contribute to raising the efficiency and effectiveness of justice sector institutions.

The objective of this pillar is to build a model institution capable of carrying out all its responsibilities efficiently and effectively by introducing modern information technology to establish links between relevant justice sector institutions, providing the best and fastest technology to access sources of information and services, contributing to reducing workload of courts, guaranteeing expedited enforcement of judgments, reducing litigation time, and modernizing court services extended to the public. In other words, assist in implementing the goals of the Judicial Authority Strategic Plan for the years (2012-2014), as well as contribute to the development of the criminal justice system by assisting in the implementation of the criminal justice development strategy for the years (2013 - 2018). Following are objectives and activities that contribute to this pillar

1. Improve infrastructure of justice institutions facilities.

The Ministry of Justice, through its directorates, follow up the establishment of new courts, performing preventive and corrective maintenance of court buildings, preparing maintenance contracts for hardware and equipment, and providing the ministry and the courts with electronic equipment, networks, and others. Below are a number of future activities to achieve this objective:

- 1.1 Prepare a five-year strategic plan for the buildings and facilities of justice institutions.
 - 1.2 Establish model modern court buildings that meet work requirements, and prepare them by providing logistical and technical support, in addition to meeting new needs for specialized judicial chambers: mediation, case management, and family quarters . . .
 - 1.3 Establish the Supreme Court building as the headquarters for the Cassation Court and the Court of Higher Justice.
 - 1.4 Establish of a model building for the Institute of Judicial that has training courtrooms, and all modern teaching technologies including distance learning education equipment for internal and external training courses.
2. Expand the introduction of modern technology to interact with the justice sector institutions to access sources of information and services easily and effortlessly.

The main objectives of the Ministry's information technology systems focus on process re-engineering to increase efficiency, effectiveness and transparency. They also focus on automating all court functions to increase data accuracy and quality, improving level of services, providing electronic monitoring, control and supervision means to reduce chances of financial and administrative corruption, and increasing the level of responsibilities. Below are a number of activities to for developing and modernizing the information systems over the next three years:

- 2.1 Develop a plan to update old hardware based on priorities and allocation of appropriate funds for implementation.
- 2.2 Update and enhance computerized programs, especially the automated case management system MIZAN.
- 2.3 Implement plans to establish electronic links with the relevant entities (public security, civil status, etc. ...).
- 2.4 Develop a mechanism to follow up on implementing and performing necessary periodic maintenance in a scientific manner that reduces breakdowns and problems, and reduce the process of expansion and the procumbent of unnecessary equipment, which increase the financial burden in terms of constant funds required.
- 2.5 Complete document archiving of notary public departments and execution departments' documents into MIZAN, despite the great difficulties with regard to size of documents, which requires increasing storage capacity.
- 2.6 Provide a unified mechanism for linking with the external institutions, each according to jurisdiction and needs, to include the Public Security

Directorate, the Ministry of Labor, Companies Controller Department, the Civil Status, and other institutions.

- 2.7 Complete the computerization of some functions, such as: receiving and issuing payments transactions at execution departments, and work processes of the rents registrar.
- 2.8 Expand the provision of electronic services.
- 2.9 Activate the criminal record service.

3. Contribute to ensuring expedited execution of disposed cases in order to achieve timely justice.

Enforcement of disposed cases is no less important than judgment issuance. The execution process is a fundamental pillar of the rule of law and the realization of timely justice. There are many reasons impeding the timely enforcement of judgments. Several studies were conducted to determine the causes and formulate solutions. Some of the reasons causing delays in executing judgments relate sometimes to shortcomings in the execution law, and in some cases to leniency on the part of the department in executing judgments, or defects in the notifications system, and weakness of communication channels between execution departments and other relevant departments among others. The following are some of the activities that will help expedite the enforcement of judgments:

- 3.1 Prepare a unified procedures manual for execution departments.
- 3.2 Develop and rollout the automated system to all execution departments across the kingdom.
- 3.3 Strengthen channels of communication between execution departments and other departments (Department of Land and Survey, banks, Ministry of Industry and Trade . . .).
- 3.4 Provide execution departments with necessary equipment.
- 3.5 Re-engineer and modernize the Amman Execution Department facilities, provide waiting areas, queuing systems, automate the case registration steps, filing of execution motions electronically and responding to motions in one place.
- 3.6 Provide the execution department its need of staff, train them on communication skills and the provisions of the execution law, and design a system for filing and file retrieval and implement it.
- 3.7 Establish an appeals panel at the execution department in collaboration with the Judicial Council, to reduce the movement of files outside the department, expedite issuing appeals decisions, and eliminate the phenomenon of resorting to repeated appeals for the purpose of delay.
- 3.8 Update and develop the mechanism of managing judicial notifications to reduce litigation time.

4. Contribute to reducing the burden on courts and improve performance to ensure reduced litigation time.

The different types of courts adjudicate cases filed before them during the year as well as backlog cases from previous years. Their caseloads increase year after year, and the types of cases brought before them vary as a result of the increasing complexity of the economic, financial, and social life and the different types of cyber and money laundering crimes, which necessitate the need to adopt the specialization of judges and expand it in terms of the diversity and scope.

The high workload of judges, judicial panels and staff in the courts, necessitated the search for alternative means to ease the burden on courts and judges. Therefore, a new system was introduced, mediation, as an alternative mean to litigation, which contributes to reducing the burden on courts in civil cases. Search must also continue for new mechanisms that help ease the burden on the courts, which made it imperative to set a goal to reduce the burden on all courts by working on the following:

- 4.1 Cooperate with the Council of Europe (the commission for improving the quality and effectiveness of the justice system) in implementing its project within the preparatory phase for the support project for reforms in the justice sector concerned with conducting studies to increase and improve the quality and effectiveness of the judiciary.
 - 4.2 Activate case management to contribute to reducing the workload of courts.
 - 4.3 Increase the number of mediation judges and private mediators and train them on the necessary skills for mediation to succeed.
 - 4.4 Establish mechanisms to collect fines related to irregularities of Industry Trade, labor and health infraction cases without resorting to courts, similar to traffic violations.
 - 4.5 Implement education programs on the importance of mediation.
 - 4.6 Activate the judicial assistants system such that it reduces the workload of courts.
 - 4.7 Continue the computerization of court proceedings in courts in the rest of the Kingdom, in order to expedite case disposition and increase efficiency and productivity.
 - 4.8 Introduce the concept of bargaining and deal in criminal cases (minor felonies), and expand conciliation to criminal cases, especially in financial and economic crimes, and amend the industry and trade, labor, health and agriculture laws to allow for the collection of fines for infractions once committed and without reverting to the court.
 - 4.9 Establish an appeals review panel at the Court of Cassation to reduce the workload of its judicial panels.
5. Contribute to developing the criminal justice system in accordance with modern standards and best practices.

The importance of criminal justice relates to the fact that during it the individual is susceptible to extraordinary measures affecting his / her personal freedom, such as

detention and interrogation, and that the international community has given human rights in the field of criminal justice special care through the adoption of numerous international standards designed to ensure the rights and freedoms of individuals in the field of criminal justice. Based on this premise, this objective has been allocated to develop the criminal justice system over the coming years, in line with international standards. To achieve the objective, the following activities must be undertaken:

- 5.1 Develop pertinent implementation plans to ensure the carrying out of activities and interventions contained in the Criminal Justice Strategic Plan for 2013 - 2018.
- 5.2 Develop mechanisms and appropriate performance indicators to monitor implementation of the strategy.
- 5.3 Establish a legal culture in the judiciary in relation to criminal law and means of dealing with new criminal phenomena such as money laundering crimes, cyber crimes and human trafficking crimes among others.
- 5.4 Activate the role of the probation office in trying juveniles.
- 5.5 Activate coordination and cooperation with civil society organizations to promote human rights in criminal justice.
- 5.6 Contribute to the development and modernization of the juvenile justice system.

6. Contribute to the development and modernization of public services provided by courts.

There are many tasks undertaken by the Ministry of Justice in various areas, including enhancing the departments of the notary public departments, criminal records, and notifications, and improving information services in court, and reviewing the procedures adopted in court departments, execution departments, the state lawyer department, the public prosecution department, and the notifications departments with the aim of simplifying and ensuring the effective and timely delivery of services. Following are the proposed activities to achieve this goal:

- 6.1 Complete the development process of notary public departments (criminal record) in the field: legislation, procedures, and automation.
- 6.2 Perform process reengineering of service provision spaces.
- 6.3 Activate the procedures guide for court procedures.
- 6.4 Review and update service cards in courts, and make it available to service recipients.
- 6.5 Develop a plan to improve information services in all courts.

7. Develop relations among justice institutions and develop cooperation basis with international institutions.

This pillar focuses on institutionalizing the relationship between formal and informal justice institutions, including civil society organizations and international institutions, to achieve complementarity in work, and promote transparency and integrity in order to find a legal culture supportive of community awareness, and

lays the foundation for building a modern state based on partnership, accountability and the rule of law. Following are the main proposed activities to achieve this goal:

- 7.1 Allocate necessary budgets to ensure the implementation of activities and interventions contained in the judicial authority strategic plan (the strategy of building) for the years 2012 – 2014.
- 7.2 Build and strengthen relationships with local and international partners in the judicial and legal fields.
- 7.3 Update the matrix of partners.
- 7.4 Establish mechanisms to communicate and provide information to all international partners through meetings and periodic reports, and organizing and sponsoring regular donor coordination meetings.

Objectives, Activities and Performance Indicators Matrix – Pillar 4			
Objective & Activities	Programs	Performance Indicators	Measurement Tools
Pillar 4: Contribute to raising the efficiency and effectiveness of justice sector institutions.		1. A number of institutional and logistical enhancements have been made to justice institutions.	Review reports, including statistical reports to identify the quality and quantity of upgrades and logistical support extended to justice institutions and the extent of reduction in the workload of courts and the increase in the number and proportion of disposed cases.
		2. Improvement in work performance of justice institutions in the field of reducing the burden on courts, expediting case disposition and facilitating access to justice.	
1 Improve infrastructure of justice institutions facilities		Implement forecasted investment plans in justice facilities according to priorities, timeline and budget	Monitor the increase in investment spending on justice institution facilities from the budget.
1.1 Prepare a five-year strategic plan for the buildings and facilities of justice institutions.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
1.2 Establish model modern court buildings that meet work requirements, and prepare them by providing logistical and technical support, in addition to meeting new needs for specialized judicial chambers: mediation, case management, and family quarters . . .	Institutional Capacity Building (Organizationally & Technically)		
1.3 Establish the Supreme Court building as the headquarters for the Cassation Court and the Court of Higher Justice.	Institutional Capacity Building (Organizationally & Technically)		
1.4 Establish of a model building for the Institute of Judicial that has training courtrooms, and all	Institutional Capacity Building		

modern teaching technologies including distance learning education equipment for internal and external training courses.	(Organizationally & Technically)		
2 Expand the introduction of modern technology to interact with the justice sector institutions to access sources of information and services easily and effortlessly.		<p>1. A number of new technologies have been introduced to justice institutions to facilitate the flow of information.</p> <p>2. Increase of information, including statistical information, available to the justice sector on the Internet and in annual reports among others</p>	Review reports and identify the quality of techniques introduced to information systems and the percent of increase in the number of data users, including statistical and net users.
2.1 Develop a plan to update old hardware based on priorities and allocation of appropriate funds for implementation.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
2.2 Update and enhance computerized programs, especially the automated case management system MIZAN.	Institutional Capacity Building (Organizationally & Technically)		
2.3 Implement plans to establish electronic links with the relevant entities (public security, civil status, etc ...).	Institutional Capacity Building (Organizationally & Technically)		
2.4 Develop a mechanism to follow up on implementing and performing necessary periodic maintenance in a scientific manner that reduces breakdowns and problems, and reduce the process of expansion and the procumbent of unnecessary equipment, which increase the financial burden in terms of constant funds required.	Institutional Capacity Building (Organizationally & Technically)		
2.5 Complete document archiving of notary public departments and execution departments' documents into MIZAN, despite the great difficulties with regard to size of documents, which requires increasing storage capacity.	Institutional Capacity Building (Organizationally & Technically)		
2.6 Provide a unified mechanism for linking with the external institutions, each according to jurisdiction and needs, to include the Public Security Directorate, the Ministry of Labor, Companies Controller Department, the Civil Status, and other institutions.	Institutional Capacity Building (Organizationally & Technically)		
2.7 Complete the computerization of some functions, such as: receiving and issuing	Institutional Capacity Building		

payments transactions at execution departments, and work processes of the rents registrar.	(Organizationally & Technically)		
2.8 Expand the provision of electronic services.	Institutional Capacity Building (Organizationally & Technically)		
2.9 Activate the criminal record service.	Institutional Capacity Building (Organizationally & Technically)		
3 Contribute to ensuring expedited execution of disposed cases in order to achieve timely justice.		Increase in the rate of enforcement of disposed cases	Review statistical reports to monitor the increase in disposed cases
3.1 Prepare a unified procedures manual for execution departments.	Institutional Capacity Building (Organizationally & Technically)		
3.2 Develop and rollout the automated system to all execution departments across the kingdom.	Institutional Capacity Building (Organizationally & Technically)		
3.3 Strengthen channels of communication between execution departments and other departments (Department of Land and Survey, banks, Ministry of Industry and Trade . . .).	Institutional Capacity Building (Organizationally & Technically)		
3.4 Provide execution departments with necessary equipment.	Institutional Capacity Building (Organizationally & Technically)		
3.5 Re-engineer and modernize the Amman Execution Department facilities, provide waiting areas, queuing systems, automate the case registration steps, filing of execution motions electronically and responding to motions in one place.	Institutional Capacity Building (Organizationally & Technically)		
3.6 Provide the execution department its need of staff, train them on communication skills and the provisions of the execution law, and design a system for filing and file retrieval and implement it.	Institutional Capacity Building (Organizationally & Technically)		
3.7 Establish an appeals panel at the execution department in collaboration with the Judicial Council, to reduce the movement of files outside the department, expedite issuing appeals decisions, and eliminate the phenomenon of resorting to repeated appeals for the purpose of delay.	Institutional Capacity Building (Organizationally & Technically)		
3.8 Update and develop the mechanism of managing judicial notifications to reduce litigation time.	Institutional Capacity Building (Organizationally		

	& Technically)		
4 Contribute to reducing the burden on courts and improve performance to ensure reduced litigation time		Decrease in the average number of cases filed and pending cases per judge compared to previous years.	Review statistical reports to identify the rate of decrease in the average number of pending and new cases per judge.
4.1 Cooperate with the Council of Europe (the commission for improving the quality and effectiveness of the justice system) in implementing its project within the preparatory phase for the support project for reforms in the justice sector concerned with conducting studies to increase and improve the quality and effectiveness of the judiciary.	Institutional Capacity Building (Organizationally & Technically)		
4.2 Activate case management to contribute to reducing the workload of courts.	Institutional Capacity Building (Organizationally & Technically)		
4.3 Increase the number of mediation judges and private mediators and train them on the necessary skills for mediation to succeed.	Institutional Capacity Building (Organizationally & Technically)		
4.4 Establish mechanisms to collect fines related to irregularities of Industry Trade, labor and health infraction cases without resorting to courts, similar to traffic violations.	Institutional Capacity Building (Organizationally & Technically)		
4.5 Implement education programs on the importance of mediation.	Media & Communication Program (Education & Awareness)		
4.6 Activate the judicial assistants system such that it reduces the workload of courts.	Institutional Capacity Building (Organizationally & Technically)		
4.7 Continue the computerization of court proceedings in courts in the rest of the Kingdom, in order to expedite case disposition and increase efficiency and productivity.	Institutional Capacity Building (Organizationally & Technically)		
4.8 Introduce the concept of bargaining and deal in criminal cases (minor felonies), and expand conciliation to criminal cases, especially in financial and economic crimes, and amend the industry and trade, labor, health and agriculture laws to allow for the collection of fines for infractions once committed and without reverting to the court.	Legislation & Law Program		
4.9 Establish an appeals review panel at the Court of Cassation to reduce the workload of its judicial panels.	Legislation & Law Program		

<p>5 Contribute to developing the criminal justice system in accordance with modern standards and best practices.</p>		<p>1. A number of institutional and logistical developments have been made to the criminal justice system.</p>	<p>Monitor the quantitative and qualitative developments and size of logistical support extended to the criminal justice system and their congruence with international standards.</p>
		<p>2. A number of activities and interventions have been implemented within the framework of the implementation plan for the Criminal Justice strategy (2013-2018)</p>	
<p>5.1 Develop pertinent implementation plans to ensure the carrying out of activities and interventions contained in the Criminal Justice Strategic Plan for 2013 - 2018.</p>	<p>Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program</p>		
<p>5.2 Develop mechanisms and appropriate performance indicators to monitor implementation of the strategy.</p>	<p>Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program</p>		
<p>5.3 Establish a legal culture in the judiciary in relation to criminal law and means of dealing with new criminal phenomena such as money laundering crimes, cyber crimes and human trafficking crimes among others.</p>	<p>Media & Communication Program (Education & Awareness)</p>		
<p>5.4 Activate the role of the probation office in trying juveniles.</p>	<p>Institutional Capacity Building (Organizationally & Technically)</p>		
<p>5.5 Activate coordination and cooperation with civil society organizations to promote human rights in criminal justice.</p>	<p>Institutional Capacity Building (Organizationally & Technically)</p>		
<p>5.6 Contribute to the development and modernization of the juvenile justice system.</p>	<p>Institutional Capacity Building (Organizationally & Technically)</p>		
<p>6 Contribute to the development and modernization of public services provided by courts.</p>		<p>A number of improvements and enhancements have been made to court proceedings and the</p>	<p>1. Identify the quantity and quality of developments and logistical support to improve services</p>

		quality of public services.	extended to the public.
		Increase in the percent of court users satisfaction with the quality of services provided.	2. Perception survey to identify improvements in public satisfaction with the quality of services provided, compared with 2008.
6.1 Complete the development process of notary public departments (criminal record) in the field: legislation, procedures, and automation.	Institutional Capacity Building (Organizationally & Technically)		
6.2 Perform process reengineering of service provision spaces.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
6.3 Activate the procedures guide for court procedures.			
6.4 Review and update service cards in courts, and make it available to service recipients.			
6.5 Develop a plan to improve information services in all courts.			
7 Develop relations among justice institutions and develop cooperation basis with international institutions		A number of institutional and methodological developments and communication mechanisms have been introduced to improve the relationship among justice institutions and between them and international institutions.	Identify the type of developments of justice institutions and the methodology of their work and the increase in the number of local and international partners and number of meetings held with them
7.1 Allocate necessary budgets to ensure the implementation of activities and interventions contained in the judicial authority strategic plan (the strategy of building) for the years 2012 – 2014.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
7.2 Build and strengthen relationships with local and international partners in the judicial and legal fields.	Institutional Capacity Building (Organizationally & Technically)		
7.3 Update the matrix of partners.	Institutional Capacity Building (Organizationally & Technically)		
7.4 Establish mechanisms to communicate and provide information to all international partners through meetings and periodic reports, and organizing and sponsoring regular donor coordination meetings	Institutional Capacity Building (Organizationally & Technically)		

Pillar 5: Guarantee the facilitation of access to justice and contributing to strengthening public confidence in the judiciary and improving its the legal culture

Achieving a high degree of credibility and transparency among justice sector institutions in dealing with citizens creates confidence among them in the institutions of the judiciary, and pushes them to commit to carrying the burdens faced by the nation. An institutional mechanism must be in place that promotes citizen participation in the policies and decisions made in justice institutions, and guarantees their right to access information easily and conveniently from various media, and that the information be of high degree of credibility to help him / her assess performance and form opinion. This is among the most effective ways to gain the confidence of citizens. Given the importance of this pillar, seven main objectives and activities and interventions were set to achieve it as follows:

1. Improve legal aid mechanisms and facilitate access to free service by beneficiaries.

Legal aid programs work to provide free legal support, and meet the basic legal needs of citizens and vulnerable groups to access their rights, and guarantee them freedom, equality and justice. This is done through a network of lawyers and activists in the voluntary field who devote themselves to call for dignity and freedom, and defend the rights of individuals through counseling, legal services, and the dissemination of human rights concepts and culture, build coalitions, hold specialized training courses, conduct research and analytical studies, carryout media campaigns and awareness building activities and the development of specialized programs that support human rights. In this framework the following can be done:

- 1.1. Work on institutionalizing the relationship between the Ministry of Justice and relevant civil society institutions concerned with providing legal services to the needy in the framework of a national plan with specific objectives and timetables.
 - 1.2. Work to define the criteria for providing legal aid and defining eligible groups.
 - 1.3. Develop and improve mechanisms for communicating with vulnerable groups through coordination and cooperation with official institutions, particularly the security authorities, the Corrections Department and the Public Prosecutions Department among others.
 - 1.4. Provide alternative disputes resolution mechanisms through mediation and reconciliation efforts.
 - 1.5. Provide legal awareness, education and counseling programs.
2. Develop the institutional structure in the field of communication and media, create guiding principles and policies, and develop clear and easy informational materials.

Media is considered among the most important means for promoting the concept of integrity and transparency through the dissemination of legal and judicial knowledge among the public, promoting public confidence in the judiciary's role in achieving justice, raising legal awareness and awareness about the rule of law for everyone, and its role in providing a stimulating environment for comprehensive development. In this context, the Ministry developed its website, updated it with legal information and research, made available for everyone to access information related to judicial decisions, maintained links of openness with all forms of media and provided them with everything that contributes to enhancing the role of the citizen. Following are a number of activities to achieve this goal in collaboration with the Judicial Council:

2.1 Provide the institutional structure in the field of media and communication in the justice sector, both at the media office level and the media spokesperson level working to strengthen the relationship with the media and journalists.

2.2 Provide a qualified and specialized media team capable of dealing with the media, and the formulation of and easy media content understood by public categories of various educational levels.

2.3 Develop a media plan with a clear media message directed towards the public to inform them about the role of the judiciary in the dissemination of justice and the promotion of the rule of law for all, and includes established communication mechanisms with media institutions and journalists.

2.4 Adopt rules that facilitate the work of journalists inside the courts when covering justice sector news in a way that does not contravene with the work of courts or affect the course of judicial proceedings or prejudice the rights of litigating parties which laws have guaranteed.

2.5 Cooperate with institutions concerned with developing the media (such as the Journalists' Syndicate and the Center for Defending the Freedom of Journalists) to set up training programs in order to develop the capacity of journalists to cover the news of the judiciary and courts with the aim of assisting in the creation of specialized journalism to cover this sector in a professional manner.

2.6 Support scientific research and its dissemination, encourage the media to conduct field studies to get closely acquainted with services provided by the judiciary, its role in the modernization and development process, and to identify public satisfaction with the services provided.

2.7 Hold regular press conferences and interviews to promote cooperative relations with the media.

2.8 Follow-up and analyze media and news related to the judiciary under the supervision of a competent authority.

2.9 Conduct public opinion surveys and polls to identify the level of public knowledge of their rights, duties and fundamental freedoms.

2.10 Monitor daily news on the national, regional and international scene and observe developments related to the judicial arena.

3. Promote citizen participation in policies adopted by the justice sector such that they are guaranteed the right to review and access information easily and conveniently.

Citizen participation in justice sector policies requires that the administrative and financial regulations be amended. Said amendments would work towards entrenching citizen's right to access to information, citizen's review of the activities and plans of institutions, and promoting the principles of transparency and fairness in management decision-making within justice sector institutions.

3.1 Provide institutional mechanisms to promote citizen participation in policies and decisions taken by justice sector institutions, especially those that meet the needs of citizens, through media and publication, and that the information be of high degree of credibility.

3.2 Issue periodic statistics and information about development and modernization implemented at justice institutions, obstacles and challenges faced, and future programs and plans.

3.3 Provide technical equipment and software that make it easier for citizens to access information easily and conveniently.

3.4 Undertake measures to ensure complementarity of roles between justice sector institutions in identifying channels of communication with the public and an appropriate mechanism for information flow to avoid duplication and inconsistencies in information.

4. Institutionalize cooperation relations with the Bar Association.

The Jordan Bar Association Law guarantees the independence of the legal profession from the state authorities, and limits the practice of the legal profession to lawyers. It also creates a union establishment that oversees the affairs of the profession, with financial and administrative independence and powers. Lawyers are accountable to and disciplined by the Bar only.

The JBA shall be of free that is recognized and guaranteed by law, and its representative councils must be elected in a free and democratic way, without the interference of any party. The Bar shall defend the judiciary and safeguard its dignity and independence, which supports the development of the course of justice and judicial work. Given the major role played by the Bar as a key and effective partner in promoting equity and fairness alongside the judges, the Ministry of Justice has dedicated an objective in its strategy to institutionalize partnership between the two entities, based on integration and cooperation, through the following activities and programs:

4.1 Form a joint committee with the Bar Association to promote mutual cooperation.

4.2 Develop mechanisms to improve communication with the Bar Association.

4.3 Develop joint plans for cooperation between judges and lawyers that contribute to performance enhancement.

5. Enhance cooperation with law schools.

Coordination and integration between the Ministry of Justice and law faculties in Jordanian universities and institutes is a strategic option to provide the judiciary with qualified human resources to work in the judiciary, be it in the legal profession, the judiciary or in judicial support functions. For law schools to be abreast with the work of the judiciary, there must be an effective and sustainable joint coordination mechanism with Jordanian universities and institutes that teach law and graduate lawyers. Joint coordination includes teaching curricula and methodology among others. Following are the main activities related to the promotion of cooperation and coordination with law schools:

5.1 Provide channels of communication between the ministry and law schools to provide it with legal developments.

5.2 Hold specialized workshops, with the participation of judges, for enhancing legal education.

5.3 Enrich university libraries with specialized legal research and studies.

5.4 Prepare field programs and awareness campaigns targeting university students to educate them about the judicial system, raise their awareness about the role of the judiciary.

5.5 Continue to moot court competitions for university students.

5.6 Complete work on the future judges program in coordination with universities law schools.

6. Strengthen cooperation and coordination with civil society organizations.

Civil society organizations play an important role in providing impartial oversight and as a strategic partner in the activation of the National Integrity Charter in terms of monitoring the performance of justice sector institutions, raising society's awareness of the principles of justice and the rule of law, and participating in drafting laws and strengthening the rule of law. Accountability and transparency are considered the basis for a sound relationship with civil society institutions. Justice institutions are accountable to their citizens in laying the foundations of justice, and gaining public trust in the rule of law through providing credible data and reports on its work. Civil society organizations are accountable to society in monitoring and defending public rights. Also, civil society organizations must play this role given what this role takes to be democratic institutions with administrative and financial organization, and what this role also takes in terms of abolishing restrictions that hinder their work freedom and independence. This requires both parties to build effective coordination and cooperation mechanisms and partnership to achieve integration. It also requires that the frameworks and mechanisms that ensure that the formulation of the relation between them is built on objective and institutional

basis that reflect positively on society. This will be achieved through working on the following:

6.1 Develop mechanisms of cooperation between the judiciary and the various civil society organizations (memorandums of understanding, for example).

6.2 Hold educational programs for civil society organizations regarding the role of the judiciary in various fields.

6.3 Design programs and joint campaigns to raise public awareness of the principle of the rule of law.

7. Contribute to integrating the legal culture in the educational systems.

7.1 Develop a mechanism for coordination and cooperation between the Ministry of Justice, Ministry of Education and Ministry of Higher Education to enhance the legal awareness in school curricula.

7.2 Organize awareness campaigns for university and school students about the legal culture and the judicial system.

7.3 Organize awareness campaigns for university professors and school teachers about the legal culture and the judicial system.

7.4 Prepare a reference manual that provides the teacher with basic information about the judicial system and legal concepts relating to the rule of law, justice, trial proceedings ... etc.

Objectives, Activities and Performance Indicators Matrix – Pillar 4			
Objective & Activities	Programs	Performance Indicators	Measurement Tools
Pillar 5: Guarantee the facilitation of access to justice and contributing to strengthening public confidence in the judiciary and improving its the legal culture		1. A number of institutional and logistical developments have been made to facilitate access to justice.	1. Review reports and identify the quantity and quality of developments to facilitate access to justice.
		2. Increase in public confidence in the judiciary.	2. Survey to identify the extent of improvement in public confidence in the judiciary.
		3. Number of workshops and legal awareness campaigns carried out.	
1. Improve legal aid mechanisms and facilitate access to free service by beneficiaries.		1. A number of improvements have been made to free legal aid mechanisms. 2. Increase the number of eligible people who benefited from legal aid services.	1. Review reports and identify the quantity and quality of improvements made to legal aid mechanisms. 2. Review statistical reports to identify the

			increase in the number of legal aid beneficiaries.
1.1 Work on institutionalizing the relationship between the Ministry of Justice and relevant civil society institutions concerned with providing legal services to the needy in the framework of a national plan with specific objectives and timetables.	Legislation & Law Program		
1.2 Work to define the criteria for providing legal aid and defining eligible groups.	Legislation & Law Program		
1.3 Develop and improve mechanisms for communicating with vulnerable groups through coordination and cooperation with official institutions, particularly the security authorities, the Corrections Department and the Public Prosecutions Department among others.	Institutional Capacity Building (Organizationally & Technically)		
1.4 Provide alternative disputes resolution mechanisms through mediation and reconciliation efforts.	Institutional Capacity Building (Organizationally & Technically)		
1.5 Provide legal awareness, education and counseling programs	Media & Communication Program (Education & Awareness)		
2. Develop the institutional structure in the field of communication and media, create guiding principles and policies, and develop clear and easy informational materials		<ol style="list-style-type: none"> 1. A number of institutional and methodological developments have been made to the Media and Communication Unit. 2. Number of informational materials published addressing audience of different educational levels. 	<ol style="list-style-type: none"> 1. Review reports and identify the quality of the improvements made to the work methodology of the Media and Communication Unit. 2. Monitor the number and quality of informational materials published.
2.1 Provide the institutional structure in the field of media and communication in the justice sector, both at the media office level and the media spokesperson level working to strengthen the relationship with the media and journalists.	Media & Communication Program (Education & Awareness)		
2.2 Provide a qualified and specialized media team capable of dealing with the media, and the formulation of and easy media content understood by public categories of various educational levels.	Media & Communication Program (Education & Awareness)		
2.3 Develop a media plan with a clear media message directed towards the public to inform them about the role of the judiciary in the	Studies, Research, Plans, Budgets, Performance and		

dissemination of justice and the promotion of the rule of law for all, and includes established communication mechanisms with media institutions and journalists.	Programs Evaluation Program		
2.4 Adopt rules that facilitate the work of journalists inside the courts when covering justice sector news in a way that does not contravene with the work of courts or affect the course of judicial proceedings or prejudice the rights of litigating parties which laws have guaranteed.	Media & Communication Program (Education & Awareness)		
2.5 Cooperate with institutions concerned with developing the media (such as the Journalists' Syndicate and the Center for Defending the Freedom of Journalists) to set up training programs in order to develop the capacity of journalists to cover the news of the judiciary and courts with the aim of assisting in the creation of specialized journalism to cover this sector in a professional manner.	Media & Communication Program (Education & Awareness)		
2.6 Support scientific research and its dissemination, encourage the media to conduct field studies to get closely acquainted with services provided by the judiciary, its role in the modernization and development process, and to identify public satisfaction with the services provided.	Media & Communication Program (Education & Awareness)		
2.7 Hold regular press conferences and interviews to promote cooperative relations with the media.	Media & Communication Program (Education & Awareness)		
2.8 Follow-up and analyze media and news related to the judiciary under the supervision of a competent authority.	Media & Communication Program (Education & Awareness)		
2.9 Conduct public opinion surveys and polls to identify the level of public knowledge of their rights, duties and fundamental freedoms.	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program		
2.10 Monitor daily news on the national, regional and international scene and observe developments related to the judicial arena.	Media & Communication Program (Education & Awareness)		
3. Promote citizen participation in policies adopted by the justice sector such that they are guaranteed the right to review and access information easily and conveniently		1. A number of institutional and regulatory developments have	1. Review reports to identify the type of improvements made to facilitate citizen

		<p>been made to facilitate citizen participation in policy-making.</p> <p>2. Increase in the number of citizens participating in policy-making in the justice sector.</p>	<p>participation in policy-making.</p> <p>2. Monitor the number of citizens involved in policy-making in the justice sector.</p>
3.1 Provide institutional mechanisms to promote citizen participation in policies and decisions taken by justice sector institutions, especially those that meet the needs of citizens, through media and publication, and that the information be of high degree of credibility.	Media & Communication Program (Education & Awareness)		
3.2 Issue periodic statistics and information about development and modernization implemented at justice institutions, obstacles and challenges faced, and future programs and plans.	Media & Communication Program (Education & Awareness)		
3.3 Provide technical equipment and software that make it easier for citizens to access information easily and conveniently.	Institutional Capacity Building (Organizationally & Technically)		
3.4 Undertake measures to ensure complementarity of roles between justice sector institutions in identifying channels of communication with the public and an appropriate mechanism for information flow to avoid duplication and inconsistencies in information.	Media & Communication Program (Education & Awareness)		
4. Institutionalize cooperation relations with the Bar Association		<p>1. A number of legislative and institutional updates have been introduced to develop cooperation with the Bar Association.</p> <p>2. Develop a joint action plan between justice institutions and the Bar Association and is implemented.</p>	<p>1. Review reports to identify the quality of legislative improvements made to enhance cooperation with the Bar Association.</p> <p>2. Monitor the percent of activities carried out under the joint plan with the Bar Association.</p>
4.1 Form a joint committee with the Bar Association to promote mutual cooperation.	Institutional Capacity Building (Organizationally & Technically)		
4.2 Develop mechanisms to improve communication with the Bar Association.	Institutional Capacity Building (Organizationally & Technically)		
4.3 Develop joint plans for cooperation between	Studies, Research,		

judges and lawyers that contribute to performance enhancement.	Plans, Budgets, Performance and Programs Evaluation Program		
5. Enhance cooperation with law schools		<p>1. A number of legislative and institutional updates have been introduced to develop cooperation with law schools.</p> <p>2. Develop a joint action plan between justice institutions and law schools and is implemented.</p>	<p>1. Review reports to identify the quality of legislative improvements made to enhance cooperation with law schools.</p> <p>2. Monitor the percent of activities carried out under the joint plan with law schools.</p>
5.1 Provide channels of communication between the ministry and law schools to provide it with legal developments.	Media & Communication Program (Education & Awareness)		
5.2 Hold specialized workshops, with the participation of judges, for enhancing legal education.	Media & Communication Program (Education & Awareness)		
5.3 Enrich university libraries with specialized legal research and studies.	Media & Communication Program (Education & Awareness)		
5.4 Prepare field programs and awareness campaigns targeting university students to educate them about the judicial system, raise their awareness about the role of the judiciary.	Media & Communication Program (Education & Awareness)		
5.5 Continue to moot court competitions for university students.	Media & Communication Program (Education & Awareness)		
5.6 Complete work on the future judges program in coordination with universities law schools.	Institutional Capacity Building (Organizationally & Technically)		
6. Strengthen cooperation and coordination with civil society organizations		<p>1. A number of legislative and institutional updates have been introduced to develop cooperation with civil society organizations.</p> <p>2. Develop a joint action</p>	<p>1. Review reports to identify the quality of legislative improvements made to enhance cooperation with civil society organizations.</p>

		plan between justice institutions and civil society organizations and is implemented.	2. Monitor the percent of activities carried out under the joint plan with civil society organizations.
6.1 Develop mechanisms of cooperation between the judiciary and the various civil society organizations (memorandums of understanding, for example).	Media & Communication Program (Education & Awareness)		
6.2 Hold educational programs for civil society organizations regarding the role of the judiciary in various fields.	Media & Communication Program (Education & Awareness)		
6.3 Design programs and joint campaigns to raise public awareness of the principle of the rule of law.	Media & Communication Program (Education & Awareness)		
7. Contribute to integrating the legal culture in the educational systems		1. Number of educational curricula to which legal culture was introduced. 2. Number of legal activities carried out in collaboration with educational institutions to promote legal awareness.	1. Review reports to identify the number and quality of educational curricula to which legal culture was introduced. 2. Monitor the percent of activities carried out in collaboration with educational institutions for legal awareness.
7.1 Develop a mechanism for coordination and cooperation between the Ministry of Justice, Ministry of Education and Ministry of Higher Education to enhance the legal awareness in school curricula.	Media & Communication Program (Education & Awareness)		
7.2 Organize awareness campaigns for university and school students about the legal culture and the judicial system.	Media & Communication Program (Education & Awareness)		
7.3 Organize awareness campaigns for university professors and school teachers about the legal culture and the judicial system.	Media & Communication Program (Education & Awareness)		
7.4 Prepare a reference manual that provides the teacher with basic information about the judicial system and legal concepts relating to the rule of law, justice, trial proceedings ... etc.	Media & Communication Program (Education & Awareness)		

Chapter Four: Matrix of Activities, Programs and Objectives

Chapter Four: Matrix of Activities, Programs and Objectives

To ensure implementation of the pillars and objectives contained in the Strategic Plan of the Ministry of Justice for the next three years (2014 - 2016), and towards implementing the general activities that were approved in the framework of the plan, the following five programs were launched to build, develop and modernize all aspects of the judicial sector:

1. Legislations and Law Program

This program includes amending legislation and laws governing the work of the judicial sector to enhance judicial independence and the independence of the individual judge, introduce new legislation in line with the constitutional amendments, revise legislation to improve litigation procedures and expedite case disposition, as well as legislation governing the work of the public prosecutor and execution departments. This program includes 23 general activities spread over five pillars and eight sub-objectives. The program includes general and detailed activities to achieve the main objectives. The Ministry of Justice, or whom it designates, will manage and monitor the implementation of the activities.

2. Institutional Capacity Building (Organizationally & Technically)

This program includes areas of development and modernization of the various infrastructure and equipment, including IT, means of communication, improving the institutional framework of various justice sector departments and agencies of the judicial sector, and improving and simplifying procedures for providing services to the public. This program includes 65 activities distributed over five pillars and 21 sub-objectives of the Strategic Plan.

3. Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program

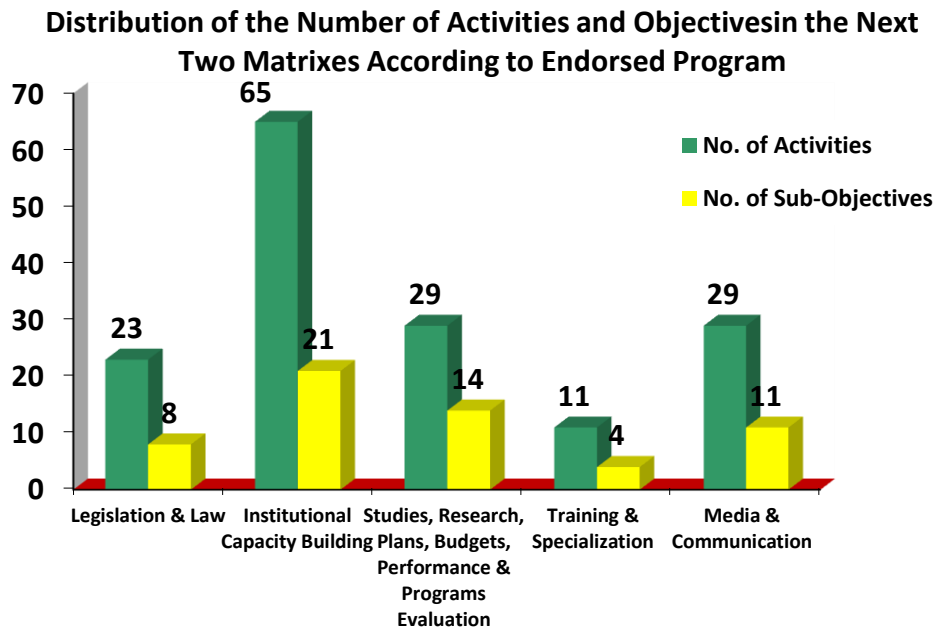
This program includes areas of developing scientific research in justice sector institutions, conducting legal research and studies, encouraging Judges to present working papers on judicial related matters pertaining to jurisprudence, methodologies of judicial work , etc.. It is also concerned with preparing budgets and implementation plans for carrying out work in an optimal way, and evaluating performance using scientific and objective methods. Further, this program is concerned with conducting opinion surveys to improve efficiency in service delivery to the public through developing mechanisms to measure public satisfaction in general and the satisfaction of court users, including litigants and those seeking the service in particular. This program includes 29 general activities spread over five pillars and 14 sub- objectives of the Strategic Plan.

4. Training and Specialization Program

This program aims to increase the efficiency and effectiveness of the judicial sector through the continuous training of judges and support staff to keep up with developments and updates in legislation and the diversity of disciplines in the field of judicial work. The program also includes developing the capacity of court support staff, strengthening the institutional and administrative capacity of human resources units in the Ministry of Justice and the judicial sector through training and development, according to the training needs based on the job descriptions and job tasks. This program includes 11 general activities divided over four sub-objectives of the strategy.

5. Media & Communication Program (Education & Awareness)

This program aims to build and strengthen the relationship between justice sector institutions and the media, informal institutions, civil society organizations, and universities and institutes in the context of building an effective and true partnership, opening permanent communication channels between the representatives of the judicial sector and media institutions and journalists. The program also aims to prepare a media plan that includes joint media activities, with clear and agreed upon media messages and continuous communication mechanisms for implementation follow-up and evaluation. This program includes 29 activities distributed over six pillars and 11 objectives.



Chapter Four: Matrix of Activities, Programs and Objectives

Pillar 1: Contribute to the development of the national integrity system through an independent and active judiciary.				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation	Training & Specialization Program	Media & Communication Program (Education & Awareness)
1. Assist in developing and updating standards and criteria for the appointment of judges and their transfer, secondment, suspension, and disciplining in a manner consistent with the Code of Judicial Conduct.	1. Establish necessary mechanisms to active the Code of Judicial Conduct.	1. Develop an annual continuous education training plan for judges across all levels/grades and according to need.	1. Adoption the comprehensive training plan and curriculum for new judges prior to assuming their judicial posts.	1. Work to disseminate the culture of integrity at the individual and institutional levels.
2. Assist in developing and updating the system and the rules of continuous judicial education training.	2. Activate the Code of Conduct for ministry and court staff	2. Conduct a survey to identify the training needs of judges based on their need and personal assessment and according to the nature of their work.	2. Participate in the adoption of trainers from within the judiciary for various disciplines.	
3. Contribute to the restructuring of the Judicial Institute and establish a unit concerned with training programs management	3. Contribute to the restructuring of the Judicial Institute and establish a unit concerned with training programs management	3. Develop plans for the inclusion of gender in judicial work to include plans for raising awareness about gender concepts	3. Send judges to review regional and international judicial experience based on objective criteria	
4. Participate in the periodic review to modernize and develop judicial inspection standards, and	4. Work on establishing an electronic link between the Judicial Inspection Directorate and courts so		4. Contribute to the implementation of training programs for inspectors, and provide	

expand its scope to include the incorporation of the assessment of chief judges such that inspection reports would serve as a tool to measure the real performance and behavior of a judge.	as to allow inspectors review access to any pending case and monitor its proceedings.		them the opportunity to review the experiences of other countries and latest inspection methods	
	5. Activate and develop the work mechanisms of the Human Rights and family Affairs Directorate.		5. Provide judges with the necessary training to deal with issues relating to women and children.	
	6. Provide the infrastructure and appropriate equipment for receiving families during litigation proceedings			

Pillar 2: Contribute to developing the set of legislation and laws in justice institutions.				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation	Training & Specialization Program	Media & Communication Program (Education & Awareness)
1. Contribute to drafting of the Law of Judicial Independence.	1. Make available necessary references and tool.	1. Conduct a study for the adoption of legally binding e-signatures, such that case filing procedures and its announcement is done through a system that is endorsed by the judiciary and litigating parties.	1. Provide appropriate training for staff.	1. Provide access to electronic legal journals to enhance the legal opinions issued by the Directorate.
2. Participate in drafting the administrative judiciary		2. Define the technical and logistical needs of the		

law.		Legal Department.		
3. Propose an amending law to the regular courts formation law and the Conciliation Courts Law		3. Develop a Manual for Legislative Drafting so that it becomes a reference guide when developing laws and regulations.		
4. Propose an execution law that ensures expedited enforcement of judgments.		4. Develop an annual legislative plan commensurate with the goals of the ministry.		
5. Propose the review of the Evidences Law to allow the adoption of modern methods of proof.				
6. Contribute to the revision of existing legislation, diagnosing problems, including problems related to enforcement of judgments, identify weaknesses, and propose recommendations to improve workflow.				
7. Assist in reviewing and amending the Penal Code and incorporate alternative sentences for some crimes.				
8. Assist in the re-consideration of alternative disputes resolution (mediation) laws.				
9. Assist in the review of legislations that regulate				

prisons to determine the extent of alignment between them and international standards that govern reform and rehabilitation institutions.				
10. Contribute to amending the Judicial Institute of Jordan Regulations and all instructions issued pursuant thereto, and develop an academic plan for the Institute's judicial diploma.				
11. Assist in amending the scholarships regulations.				
12. Assist in developing the legal aid system.				
13. Assist in developing and updating the paralegals / judicial assistants regulations.				
14. Amend the Social Solidarity Fund for Judges and Staff Regulations.				

Pillar 3: Strengthen Institutional Capacity and entrench a culture of excellence				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation	Training & Specialization Program	Media & Communication Program (Education & Awareness)
	1. Organize and institutionalize the	1. Provide the necessary support for the	1. Train staff on the methods of process development	1. Adopt the policy of announcing and publishing

	necessary mechanisms by which coordination and guidance committees are formed to ensure proper follow-up and implementation of projects and strategies.	development and modernization of relevant strategies according to latest updates and developments.	and identifying, arranging, analyze problems and drawing conclusions.	the budget and its annexes and the budgets development and enhancement programs as well as financial indicators and dissemination using appropriate means and in a way that ensures fairness and transparency.
	2. Adopt modern management concepts based on employees empowerment, and promotion of creativity, innovation and excellence and belonging.	2. Monitor the implementation of strategic plans and measure performance indicators.	2. Update and develop the capacity, curricula and training programs at the Judicial Institute to include all justice sector employees according to their training needs and specializations.	
	3. Introduce quality management to all justice institutions and reshape the culture of its staff.	3. Activate the role of the statistics section to generate periodic statistical reports from the databases.	3. Develop fair standards and criteria for the selection and appointment of administration and finance officials, and provide specialized training programs	
	4. Create an environment within justice institutions that maintains continuous development and involvement of employees in development.	4. Implement periodic evaluation of the level of services offered, and identify opportunities for service level improvement.	4. Focus on specialization training.	
	5. Set service level quality standards and distribute and disseminate said standards.	5. Prepare results-oriented budgets on the institutional objectives emanating from the Ministry's strategic, which	5. Organize study tours and external training sessions to view regional and international experience in relevant areas.	

		in turn is integrated with the national goals and priorities and their respective performance indicators.		
	6. Adopt energy management and conservation policies.	6. Work on updating the knowledge management strategy through diagnosing the type of knowledge available at justice institutions, identifying sources of knowledge generation, the people responsible for them, and the role it plays inside justice institutions, the challenges they face, especially those related to knowledge transfer from the individual to the group level, and develop mechanisms to collect, classify, and store knowledge and allow for information flow to beneficiaries and easy access.		
	7. Adopt a participatory approach with relevant bodies and institutions funded by donor countries to cover expenses that fall within the ministry's plans and priorities.	7. Develop an operational plan to take advantage of knowledge and apply and employ it to solve the problems of the organization, and work towards developing and modernizing it.		

	8. Provide necessary technical equipment, technology and software to enable financial and administrative units, including the budgets unit, to operate efficiently and effectively.	8. Prepare annual training plans, taking into account the outputs of performance evaluation, job descriptions, and changes and developments.		
	9. Activate the role of internal control in the ministry and the courts, and create a clear methodology for internal control units to obtain necessary information in a timely manner such that it would achieve the principle of integrity.	9. Develop an implementation plan for comprehensive training programs that covers all posts, each according to its specialization and needs.		
	10. Develop and update correspondences mechanisms and methods of tracking them.	10. Update and develop career succession plans.		
	11. Develop and update the mechanism of dealing with complaints and suggestions	11. Introduce the child budget concept in setting the budget and implement child friendly models.		
	12. Motivate and recognize individuals who carry out their work in a creative manner, which increases the enthusiasm of staff and creates an atmosphere of trust and a sense of belonging to the institution.	12. Provide an appropriate work environment for creativity, education, development and change, that contributes to the well-being, satisfaction, and motivation of employees. Support employee		

		livelihood programs to enhance chances of staff retention.		
	13. Establish supervision and follow-up mechanisms on work groups in order to modify any deviation, follow-up on their achievements and overcome and difficulties that they face	13. Develop the efficiency and effectiveness of performance appraisal such that it promotes positive behavior, and eliminates negative behavior and poor performance.		
	14. Develop and modernize job descriptions and job classifications and fine-tune the organizational structure of institution and determine the type of skills for each job that are in line with its vision and mission.			
	15. Continue to meet other development needs in the area of infrastructure to facilitate access by the litigants, and increase the efficiency of operations (furniture, computers, networks, communication devices, servers, computers, queuing systems, scanners and office equipment).			
	16. Periodically review			

	the expenditure policy to compare percent of completion with expenditure size and its reflection of the attainment of goals in order to benefit from such analysis in setting subsequent budgets.			
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Pillar 4: Contribute to raising the efficiency and effectiveness of justice sector institutions.				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation	Training & Specialization Program	Media & Communication Program (Education & Awareness)
1. Introduce the concept of bargaining and deal in criminal cases (minor felonies), and expand conciliation to criminal cases, especially in financial and economic crimes, and amend the industry and trade, labor, health and agriculture laws to allow for the collection of fines for infractions once committed and without reverting to the court.	1. Establish model modern court buildings that meet work requirements, and prepare them by providing logistical and technical support, in addition to meeting new needs for specialized judicial chambers: mediation, case management, and family quarters . . .	1. Prepare a five-year strategic plan for the buildings and facilities of justice institutions.		1. Implement education programs on the importance of mediation.
2. Establish an appeals review panel at the Court of Cassation to reduce the workload of its judicial panels.	2. Establish the Supreme Court building as the headquarters for the Cassation Court and the Court of Higher Justice.	2. Develop a plan to update old hardware based on priorities and allocation of appropriate funds for implementation.		2. Establish a legal culture in the judiciary in relation to criminal law and means of dealing with new criminal phenomena such as

				money laundering crimes, cyber crimes and human trafficking crimes among others.
	3. Establish of a model building for the Judicial Institute of that has training courtrooms, and all modern teaching technologies including distance learning education equipment for internal and external training courses.	3. Develop pertinent implementation plans to ensure the carrying out of activities and interventions contained in the Criminal Justice Strategic Plan for 2013 - 2018.		
	4. Update and enhance computerized programs, especially the automated case management system MIZAN.	4. Develop mechanisms and appropriate performance indicators to monitor implementation of the strategy.		
	5. Implement plans to establish electronic links with the relevant entities (public security, civil status, etc ...).	5. Perform process reengineering of service provision spaces.		
	6. Develop a mechanism to follow up on implementing and performing necessary periodic maintenance in a scientific manner that reduces breakdowns and problems, and reduce the process of expansion and the procumbent of unnecessary equipment,	6. Activate the procedures guide for court procedures.		

	which increase the financial burden in terms of constant funds required.			
	7. Complete document archiving of notary public departments and execution departments' documents into MIZAN, despite the great difficulties with regard to size of documents, which requires increasing storage capacity.	7. Review and update service cards in courts, and make it available to service recipients.		
	8. Provide a unified mechanism for linking with the external institutions, each according to jurisdiction and needs, to include the Public Security Directorate, the Ministry of Labor, Companies Controller Department, the Civil Status, and other institutions.	8. Develop a plan to improve information services in all courts.		
	9. Complete the computerization of some functions, such as: receiving and issuing payments transactions at execution departments, and work processes of the rents registrar.	9. Allocate necessary budgets to ensure the implementation of activities and interventions contained in the judicial authority strategic plan (the strategy of building) for the years 2012 – 2014.		

	10. Expand the provision of electronic services.			
	11. Activate the criminal record service.			
	12. Prepare a unified procedures manual for execution departments.			
	13. Develop and rollout the automated system to all execution departments across the kingdom.			
	14. Strengthen channels of communication between execution departments and other departments (Department of Land and Survey, banks, Ministry of Industry and Trade . . .).			
	15. Provide execution departments with necessary equipment.			
	16. Re-engineer and modernize the Amman Execution Department facilities, provide waiting areas, queuing systems, automate the case registration steps, filing of execution motions electronically and responding to motions in one place.			
	17. Provide the execution department its need of			

	<p>staff, train them on communication skills and the provisions of the execution law, and design a system for filing and file retrieval and implement it.</p>			
	<p>18. Establish an appeals panel at the execution department in collaboration with the Judicial Council, to reduce the movement of files outside the department, expedite issuing appeals decisions, and eliminate the phenomenon of resorting to repeated appeals for the purpose of delay.</p>			
	<p>19. Update and develop the mechanism of managing judicial notifications to reduce litigation time.</p>			
	<p>20. Cooperate with the Council of Europe (the commission for improving the quality and effectiveness of the justice system) in implementing its project within the preparatory phase for the support project for reforms in the</p>			

	justice sector concerned with conducting studies to increase and improve the quality and effectiveness of the judiciary.			
	21. Activate case management to contribute to reducing the workload of courts.			
	22. Increase the number of mediation judges and private mediators and train them on the necessary skills for mediation to succeed.			
	23. Establish mechanisms to collect fines related to irregularities of Industry Trade, labor and health infraction cases without resorting to courts, similar to traffic violations.			
	24. Cooperate with the Council of Europe (the commission for improving the quality and effectiveness of the justice system) in implementing its project within the preparatory phase for the support project for reforms in the justice sector concerned			

	with conducting studies to increase and improve the quality and effectiveness of the judiciary.			
	25. Activate the judicial assistants system such that it reduces the workload of courts.			
	26. Continue the computerization of court proceedings in courts in the rest of the Kingdom, in order to expedite case disposition and increase efficiency and productivity.			
	27. Activate the role of the probation office in trying juveniles.			
	28. Activate coordination and cooperation with civil society organizations to promote human rights in criminal justice.			
	29. Contribute to the development and modernization of the juvenile justice system.			
	30. Complete the development process of notary public departments (criminal record) in the field: legislation, procedures,			

	and automation.			
	31. Build and strengthen relationships with local and international partners in the judicial and legal fields.			
	32. Update the matrix of partners.			
	33. Establish mechanisms to communicate and provide information to all international partners through meetings and periodic reports, and organizing and sponsoring regular donor coordination meetings			

Pillar 5: Guarantee the facilitation of access to justice and contributing to strengthening public confidence in the judiciary and improving its the legal culture				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program	Training & Specialization Program	Media & Communication Program (Education & Awareness)
1. Work on institutionalizing the relationship between the Ministry of Justice and relevant civil society institutions concerned with providing legal services to the needy in the framework of a national plan with specific objectives and timetables.	1. Develop and improve mechanisms for communicating with vulnerable groups through coordination and cooperation with official institutions, particularly the security authorities, the Corrections Department and the Public Prosecutions	1. Develop a media plan with a clear media message directed towards the public to inform them about the role of the judiciary in the dissemination of justice and the promotion of the rule of law for all, and includes established communication mechanisms with media institutions and journalists.		1. Provide legal awareness, education and counseling programs

	Department among others.			
2. Work to define the criteria for providing legal aid and defining eligible groups.	2. Provide alternative dispute resolution mechanisms through mediation and reconciliation efforts.	2. Conduct public opinion surveys and polls to identify the level of public knowledge of their rights, duties and fundamental freedoms.		2. Provide the institutional structure in the field of media and communication in the justice sector, both at the media office level and the media spokesperson level working to strengthen the relationship with the media and journalists.
	3. Provide technical equipment and software that make it easier for citizens to access information easily and conveniently.	3. Develop joint plans for cooperation between judges and lawyers that contribute to performance enhancement.		3. Provide a qualified and specialized media team capable of dealing with the media, and the formulation of and easy media content understood by public categories of various educational levels.
	4. Form a joint committee with the Bar Association to promote mutual cooperation.			4. Adopt rules that facilitate the work of journalists inside the courts when covering justice sector news in a way that does not contravene with the work of courts or affect the course of judicial proceedings or prejudice the rights of litigating parties which laws have guaranteed.
	5. Develop mechanisms to improve communication with the Bar Association.			5. Cooperate with institutions concerned with developing the media

				(such as the Journalists' Syndicate and the Center for Defending the Freedom of Journalists) to set up training programs in order to develop the capacity of journalists to cover the news of the judiciary and courts with the aim of assisting in the creation of specialized journalism to cover this sector in a professional manner.
	6. Complete work on the future judges program in coordination with universities law schools.			6. Support scientific research and its dissemination, encourage the media to conduct field studies to get closely acquainted with services provided by the judiciary, its role in the modernization and development process, and to identify public satisfaction with the services provided.
				7. Hold regular press conferences and interviews to promote cooperative relations with the media.
				8. Follow-up and analyze media and news related to the judiciary under the supervision of a

				competent authority.
				9. Monitor daily news on the national, regional and international scene and observe developments related to the judicial arena.
				10. Provide institutional mechanisms to promote citizen participation in policies and decisions taken by justice sector institutions, especially those that meet the needs of citizens, through media and publication, and that the information be of high degree of credibility.
				11. Issue periodic statistics and information about development and modernization implemented at justice institutions, obstacles and challenges faced, and future programs and plans.
				12. Undertake measures to ensure complementarity of roles between justice sector institutions in identifying channels of communication with the public and an appropriate mechanism for information flow to avoid

				duplication and inconsistencies in information.
				13. Provide channels of communication between the ministry and law schools to provide it with legal developments.
				14. Hold specialized workshops, with the participation of judges, for enhancing legal education.
				15. Enrich university libraries with specialized legal research and studies.
				16. Prepare field programs and awareness campaigns targeting university students to educate them about the judicial system, raise their awareness about the role of the judiciary.
				17. Continue to moot court competitions for university students.
				18. Develop mechanisms of cooperation between the judiciary and the various civil society organizations (memorandums of understanding, for example).
				19. Hold educational programs for civil society

				organizations regarding the role of the judiciary in various fields.
				20.Design programs and joint campaigns to raise public awareness of the principle of the rule of law.
				21.Develop a mechanism for coordination and cooperation between the Ministry of Justice, Ministry of Education and Ministry of Higher Education to enhance the legal awareness in school curricula.
				22.Organize awareness campaigns for university and school students about the legal culture and the judicial system.
				23.Organize awareness campaigns for university professors and school teachers about the legal culture and the judicial system.
				24.Prepare a reference manual that provides the teacher with basic information about the judicial system and legal concepts relating to the rule of law, justice, trial proceedings ... etc.

Pillar 1: Contribute to the development of the national integrity system through an independent and active judiciary.				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation	Training & Specialization Program	Media & Communication Program (Education & Awareness)
1. Promote a fair judicial environment that is supportive of judicial independence.				1. Promote a fair judicial environment that is supportive of judicial independence.
2. Contribute to strengthening the capacity of judges and providing them with the necessary skills towards reaching high quality judicial decisions				
3. Contribute to developing and modernizing audit systems and the Judicial Inspection			3. Contribute to developing and modernizing audit systems and the Judicial Inspection	
	4. Introduce gender concepts in the litigation process			

Pillar 2: Contribute to developing the set of legislation and laws in justice institutions.				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation	Training & Specialization Program	Media & Communication Program (Education & Awareness)
1. Modernize and develop legislations in				

line with the constitutional amendments				
2. Secure the stability of key legislation by fortifying laws and legislation of legal loopholes		2. Secure the stability of key legislation by fortifying laws and legislation of legal loopholes		
	3. Develop capacities and competencies in the area of legislative drafting.			

Pillar 3: Strengthen Institutional Capacity and entrench a culture of excellence				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation	Training & Specialization Program	Media & Communication Program (Education & Awareness)
	1. Strengthen the role of senior leadership in the design and development of policies and strategies			
	2. Activate the role of the institutional development unit to ensure proper implementation of plans and programs			
3. Strengthen financial management and control and enhance it capacity to ensure the implementation of plans and program				3. Strengthen financial management and control and enhance it capacity to ensure the implementation of plans and program
	4. Enhance knowledge management and sustainability			
	5. Strengthen human resources management and development			

Pillar 4: Contribute to raising the efficiency and effectiveness of justice sector institutions.

Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation	Training & Specialization Program	Media & Communication Program (Education & Awareness)
	1. Improve infrastructure of justice institutions facilities			
	2. Expand the introduction of modern technology to interact with the justice sector institutions to access sources of information and services easily and effortlessly			
	3. Contribute to ensuring expedited execution of disposed cases in order to achieve timely justice			
4. Contribute to reducing the burden on courts and improve performance to ensure reduced litigation time				4. Contribute to reducing the burden on courts and improve performance to ensure reduced litigation time
	5. Contribute to developing the criminal justice system in accordance with modern standards and best practices			5. Contribute to developing the criminal justice system in accordance with modern standards and best practices
	6. Contribute to the development and modernization of public services provided by courts			
	7. Develop relations among justice institutions			

	and develop cooperation basis with international institutions		
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Pillar 5: Guarantee the facilitation of access to justice and contributing to strengthening public confidence in the judiciary and improving its the legal culture				
Legislation & Law Program	Institutional Capacity Building (Organizationally & Technically)	Studies, Research, Plans, Budgets, Performance and Programs Evaluation Program	Training & Specialization Program	Media & Communication Program (Education & Awareness)
	1. Improve legal aid mechanisms and facilitate access to free service by beneficiaries			1. Improve legal aid mechanisms and facilitate access to free service by beneficiaries
		2. Develop the institutional structure in the field of communication and media, create guiding principles and policies, and develop clear and easy informational materials		2. Develop the institutional structure in the field of communication and media, create guiding principles and policies, and develop clear and easy informational materials
	3. Promote citizen participation in policies adopted by the justice sector such that they are guaranteed the right to review and access information easily and conveniently			3. Promote citizen participation in policies adopted by the justice sector such that they are guaranteed the right to review and access information easily and conveniently
	4. Institutionalize cooperation relations with the Bar Association			

	5. Enhance cooperation with law schools.			5. Enhance cooperation with law schools.
				6. Strengthen cooperation and coordination with civil society organizations
				7. Contribute to integrating the legal culture in the educational systems