



THE HASHEMITE KINGDOM
OF JORDAN

Justice Sector Strategy

Judicial Council Ministry of Justice Judicial Institute

2022 - 2026



*His Majesty
King Abdullah II ibn Al Hussein*



*His Royal Highness the Crown Prince
Al Hussien ibn Abdullah ۱۱*

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Introduction

The Justice Sector is one of the sovereign sectors in the Hashemite Kingdom of Jordan, upon which Jordan bases its sovereignty, and establishment of the rule of law. His Majesty King Abdullah II Ibn Al Hussein has continuously emphasized the role of the Justice Sector and stressed the importance of supporting the independence of the Judiciary and the Judicial Authority. His Majesty also underlined the necessity to provide support to raise the necessary capacities to advance this vital sector to establish the rule of law, contribute to achieving security and civil stability, and support the economic development and prosperity in the Hashemite Kingdom of Jordan.

The Justice sector in Jordan oversees the Regular Courts of Jordan, which exercise their authority over civil, criminal, administrative and commercial matters in accordance with the law, and have primary jurisdiction over all legal matters. The Constitution of Jordan guarantees the independence of the Judiciary, whereas Article 27 stipulates that: **“The Judicial Power shall be exercised by the courts of law in their varying types and levels. All judgements shall be issued in accordance with the law and pronounced in the name of the King;”** whereas Article 97 stipulates that: **“Judges are independent, and in the exercise of their judicial functions they are subject to no authority other than that of the law.”**

The Kingdom has adopted a number of national policies and strategies in the Justice sector, the most important of which are Jordan 2025: A National Vision and Strategy, and recommendations from the Royal Committee for Developing the Judiciary and Enhancing the Rule of Law in 2017 which incorporated the 6th Discussion Paper of His Majesty on “Rule of Law and Civil State”.

Jordan 2025 vision was developed in 2014 as a national ten-year plan that encompasses various aspects of the development and modernization of Jordan. The document provided a section on the “rule of law”, emphasizing the importance of which in achieving security and stability in society and the enhancing of confidence of citizens in the governance of society and state.

The document also provided for key scenarios and initiatives on the strengthening and consolidation of the rule of law, and the relevant key Performance Indicators according to the following pillars:

- ▶ Promoting the National Integrity Charter
- ▶ Improving the Efficiency of the Judicial System
- ▶ Ensuring the Quick Enforcement of the Law
- ▶ Automation of Judicial Proceedings

In line with these initiatives adopted to improve the governing legal and judicial framework in Jordan, His



Majesty King Abdullah II ibn Al Hussein launched his sixth discussion paper in October 2016 addressing “Rule of Law and Civil State”. The paper put forth an ambitious vision of reforming the Jordanian judicial system by emphasizing the significance of the “rule of law” in guaranteeing rights of individuals and public rights, the establishment of a highly efficient framework to govern public administration, and as a foundation for a safe and fair society. As a result, the Royal Committee for Developing the Judiciary and Enhancing the Rule of Law was formed, which issued its recommendations in February 2017, pertaining to the following four policies and key strategic objectives:

- ▶ Consolidating the independence of judges and the judiciary.
- ▶ Developing and upgrading the administration of justice.
- ▶ Developing and upgrading civil litigation procedures and enforcement of decisions.
- ▶ Developing and upgrading the criminal justice.
- ▶ Developing and upgrading the criminal justice system and enforcement of decisions.

The Royal Committee report provided numerous detailed recommendations, and proposed legal amendments and new legislation. This report supported strong momentum for the reform process. It was accompanied by clear political will leading to joint efforts in the implementation of the Royal Directives and recommendations of the committee, achieving clear and tangible results across many relevant international indexes; Jordan advanced in the index of judicial independence for the Year 2021 (33) by 15 points compared to 2014 (48), and Jordan scored (0.55) in the 2021 criteria of the rule of law compared to (0.34) in 2014, while the percentage of citizens who believe that the law is applied equally increased from (18%) in 2014 to (38%) in 2021. Jordan’s ranking in human rights has also advanced from (102) in 2014 to (67) in 2021.

In continuation of the reform and development process, and pursuant to the belief of justice sector leaders in the significance of this strategic approach and its effective role in developing the performance of the sector and its relevant entities, the Justice Sector Strategy (2022-2026) was developed in accordance with local and international developments and the need for continuous development and enhancement.

The Justice Sector Strategy is aligned with the strategic directions stipulated by the aforementioned national documents, and with a number of significant national and international documents such as the “Comprehensive National Human Rights Plan 2016-2025”, the “National Digital Transformation Strategy 2021-2025,” the “Report of the Royal Committee to Modernize the Political System 2021”, the “Sustainable Development Goals (SDGs)” and in specific SDG 16 focusing on promoting security and achieving development through enhancement of the rule of law and human rights, and the “National Strategy for Women (2020-2025),” and other relevant national documents.



The committee tasked with developing the strategy adopted a participatory approach to develop a comprehensive strategy that achieves set objectives and national goals, the following steps were taken.

- ▶ A committee was formulated to develop and draft the strategy with representation of upper management in justice sector institutions, led by the Judicial Council, the Ministry of Justice, and the Judicial Institute.
- ▶ Identify and adopt the key and sub pillars of the strategy. (See Annex 1).
- ▶ Identify and review the key pillars and the sub pillars.
- ▶ Identify and review relevant reference documents (see Annex 1).
- ▶ Analyze the internal and external environments for each identified pillar using strategic assessment tools, and identify strengths and weaknesses in the internal environment, and opportunities and threats in the external work environment (see Annex 2).
- ▶ Identify the main strategic assumptions affecting the direction and planning of the objectives, programs and projects of the strategy (see Annex 3, which also includes examples of how these assumptions were reflected in the development of the strategy).
- ▶ Review and update the strategic directions as foreseen in the future vision, mission, institutional values, sectoral objectives, policies and basic principles on which the strategy is developed.
- ▶ Conduct workshops and consultations with all internal and external stakeholders in the Justice sector and relevant partners from both the public and private sectors and civil society institutions – as detailed below under “Consultations for Strategy Development”.
- ▶ Identify strategic objectives, sub-objectives and Key Performance Indicators for each strategic pillar.
- ▶ Identify sub-objectives and standardized Performance Indicators for strategic projects.
- ▶ Identify the projects required to achieve the strategic objectives, and “project description cards”, which include the objectives and indicators at the operational level, implementation procedures, expected costs, and other relevant information as detailed in the “project description cards” document annexed to the strategy.

Consultations for Strategy Development

The “participatory approach” adopted throughout the development of the Justice Sector Strategy included:

- ▶ Holding a series of meetings and workshops with the Committee for formulating and drafting the Strategy, and with several court presidents and more than 100 judges, directors and employees working in the Justice Sector. Multiple individual meetings were also held with upper management



and officials in the sector, including general secretaries, general directors, court presidents, and the Judicial Inspection, the aim of which was to develop the strategic direction of the justice sector and its institutions, including its vision, mission, values, strategic objectives and initiatives. They also served to analyze the sector's internal and external operations and environment.

- ▶ Holding several workshops with the relevant departments in the Ministry of Justice, the Judicial Council, the Judicial Institute, Public Prosecution, Judicial Inspection, as well as other stakeholders concerned with civil justice, criminal justice, legal aid, social sanctions, and other key pillars of the strategy. The objective was to set project planning and Performance Indicators that ensure the applicability of the processes, enhance sense of ownership of stakeholders, and ensure the alignment of the strategy with the needs of the entities they represent.
- ▶ Holding a number of consultative workshops with stakeholders and external specialists in civil justice, commercial justice, criminal justice, legal aid, and alternative sanctions to ensure their participation and the alignment of their views, needs and expectations with the strategy.
- ▶ Holding a series of meetings with experts and specialists in communication, information technology, and public finances to ensure the development of a viable strategy that takes into account the available resources and effective communication with partners and relevant stakeholders.

Executive Summary

The justice sector is deemed one of the Kingdom's most sovereign sectors. Which contribute to achieving security, equality, and community peace. This strategy was drafted to complement previous strategies of the sector and to reflect the recommendations of the Royal Committee, the Jordan 2025 National Vision and Strategy, the Royal Discussion Papers, and other local and international policies and recommendations that emphasized the need for developing the justice sector.

Accordingly, a specialized national committee (the "Committee") was formed consisting of justice sector institutions, led by the Judicial Council, the Ministry of Justice, and the Judicial Institute. The Committee followed a scientific approach to define a general framework for the strategy through:

- ▶ Specifying the key pillars and the sub-pillars for the strategy.
- ▶ Reviewing all relevant reference documents.
- ▶ Analyzing the internal and external surroundings for each pillar.
- ▶ Identifying the key strategic assumptions.
- ▶ Updating the approaches, principles and policies that pertain to the strategy.
- ▶ Specifying the main objectives, the sub-objectives, and the performance indicators.
- ▶ Determining the needed projects in order to achieve the strategic goals.

The Committee formulated four strategic objectives for the Justice Sector Strategy 2022-2026 through an effective participatory approach, which revolved around:

- ▶ Consolidation of the rule of law.
- ▶ Strengthening the independence of the judiciary.
- ▶ Developing the justice system.
- ▶ Modernizing the administration of the justice and the judiciary.

Five key pillars emerge from the above strategic objectives, followed by sub-objectives and performance indicators, as well as a list of projects through which the following pillars can be achieved, the five key pillars are:

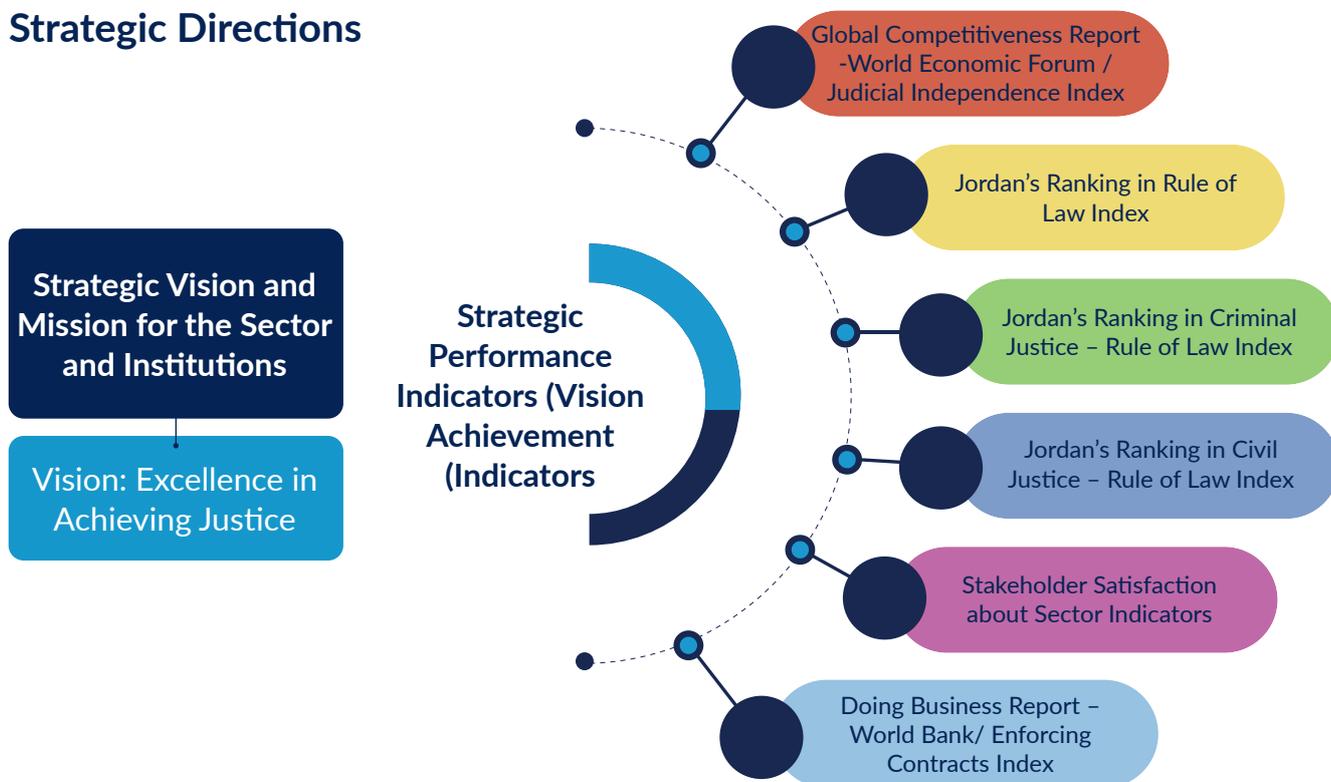
- ▶ **Developing litigation and procedures.** This pillar includes five sub-objectives: Civil Justice, Commercial Justice, Criminal Justice, Administrative Justice, and Juvenile Justice. This pillar aims to increase the efficiency and effectiveness of the performance of justice in all its forms.



- ▶ **Developing the judicial bodies and their personnel (human resources)**, including the General Secretariat of the Judicial Council, the Public Prosecution, the Judicial Inspection, the Judicial Institute, the Courts, and the Ministry of Justice.
- ▶ **Facilitating access to justice by increasing the efficiency and effectiveness of legal aid by:**
 - Developing legislation that regulates legal aid, activating both optional and mandatory legal aid in courts, and developing the Legal Aid Directorate at the Ministry of Justice.
 - Developing infrastructure and raising awareness for service recipients, beneficiaries, and partners.
- ▶ **Developing structural and technological infrastructure for the institutions within the justice sector**, and raising their efficiency and effectiveness, in order to simplify and improve procedures and meet the requirements of stakeholders, beneficiaries, and partners.
- ▶ **Updating and developing the legislation that regulates civil and commercial judiciary**, the Economic Chamber, and other forms of justice.

The milestones of the Justice Sector Strategy were based in their entirety on fundamental principles that were observed throughout drafting the strategy, which were; effective justice, the specialization of the judiciary, gender sensitivity, effective coordination with partners and stakeholders, and the protection of citizens' rights and fundamental freedoms, in addition to good governance.

Strategic Directions



Justice Sector Mission

Enhancing the effective protection of rights and freedoms in a manner that ensures the achievement of effective justice, towards social safety and the effective contribution to economic progress and sustainable development through strengthening accountability and the rule of law, and supporting digital transformation policies and programs

Judicial Council

Achieving justice through an independent, fair, efficient and effective judiciary, and contributing to policy making in the sector.

Ministry of Justice

Contributing to the provision of a supportive legislative environment and infrastructure in governance, raising the efficiency and effectiveness of operations and services in the sector, digital transformation, formulating policies, facilitating access to justice, and the protection and collection of public funds.

Judicial Institute

Contributing to the development of the justice sector performance, through the preparation and qualification of candidates, judges, supporting bodies and enhancing the capacity of the workers in the justice sector and the preparation of studies and research



Sectoral Objectives

The sectoral goals of this strategy are centered on four main objectives:

- ▶ Consolidating the rule of law.
- ▶ Strengthening the independence of the judiciary.
- ▶ Developing the judicial system.
- ▶ Modernizing justice and judicial administration.

Indicators for Measuring the Achievement of the Vision and Sectoral Goals

- ▶ World Economic Forum Judicial Independence Index - Global Competitiveness Index.
- ▶ Level of Confidence in institutions in Jordan (WVS data).
- ▶ Jordan's score on the Rule of Law Index (World Justice Project Data - Civil Justice and Criminal Justice).
- ▶ Jordan's ranking on the Rule of Law Justice Index (WJP data).
- ▶ Jordan's ranking on the Rule of Law Index Civil Justice Index (WJP data).
- ▶ The measure of stakeholder satisfaction based on a number of sector indicators.
- ▶ Enforcing contracts Index and World Bank Doing Business Report.

Pillars of the Strategy (Key Strategic Pillars)

The strategy includes five key pillars with sub-pillars:

- ▶ Developing litigation procedures.
- ▶ Developing justice and judicial institutions and their human resources.
- ▶ Facilitating access to justice.
- ▶ Developing Infrastructure (Structural and technology).
- ▶ Developing legislation.

Principles and Policies

- ▶ **Effective Justice:** The strategy has adopted a number of strategic directions, objectives, and projects that focus on expediting cases while safeguarding the quality of decisions. These include, strengthening the role of the Judicial Inspection in ensuring the quality of decisions; activating the principle of judicial specialization which contributes to improving the quality of decisions and supporting the role of the technical office at the Court of Cassation by providing it with a sufficient number of qualified judges and legal researchers; establishing electronic libraries accessible to judges at all times, to provide them with electronic legal books and references; and conducting “workload” studies that contribute to providing the courts with the necessary number of judges and members of the Public Prosecution, in proportion to the size and type of cases registered with the courts, the Public Prosecution and Execution Departments. As a result, these interventions would ease the burden on judges and improve effectiveness of legal decisions.
- ▶ **Judicial Specialization:** One of the most important principles emphasized by the recommendations of the Royal Committee is specialized judiciary. It plays an active role in ensuring the speedy adjudication of cases and ensures the development of relevant expertise among judges. This, in turn, reflects in the quality and consistency of judicial rulings enhancing the effectiveness and efficiency of litigation and ensuring a fair and efficient judiciary. The strategy includes pillars and projects that focus on this principle, including qualifying judges and members of the Public Prosecution and providing training on specialized cases such as insurance, labor, money laundering crimes, tax evasion, and others.
- ▶ **Gender Sensitivity:** The strategy focuses on strengthening the principles of gender sensitivity, vulnerable groups such as children, people with disabilities, and others through pillars and projects that focus on human rights, juveniles, legal aid, and infrastructure, and how the interventions promote the rights of these groups.
- ▶ **Effective Coordination:** The strategy adheres to the approach of effective coordination with all relevant stakeholders throughout all stages; the preparatory stage, through adopting a “participatory approach” with the relevant actors and stakeholders in strategy development, to include a number of pillars and projects that enhance communication and outreach with these stakeholders, leading to a consultative process in preparation for the strategic projects.
- ▶ **Protecting the Fundamental Rights and Freedoms of the Citizen:** The strategy focuses on promoting and encouraging respect for human rights and fundamental freedoms for all, without discrimination. This includes the incorporation of projects under the “Legislative Development” pillar which



guarantees consistency with the National Plan of Human Rights 2016-2025, international covenants and standards, and strengthens legal and social protection.

- ▶ **Good Governance:** The strategy is based on a set of institutional values of integrity, transparency, accountability and other values that support the governance of the sector, which was reflected through pillars and projects. These include inspection led projects that enhance accountability and integrity, and projects that improve services, awareness, and communication aimed at enhancing transparency.



Summary of the Analysis of Internal and External Environments of the Justice Sector

| Strengths | Weaknesses |
|--|--|
| Specialized judicial expertise available in specific areas supporting effective justice. | The need to strengthen judicial specialization in most specialized topics. |
| Adoption of modern technologies to support the development of sector operations and services. | The need to redistribute the workload of judges based on specific criteria according to the type of case. |
| The existence of specialized judicial chambers such as the Economic Chamber. | The need to strengthen institutional capacities of sector institutions in processes, procedures, services and systems. |
| The existence of modern buildings for sector institutions, such as the Judicial Institute and a number of courts. | The need to develop human resource management related to incentives, evaluation and career path, etc. |
| An in-depth understanding by upper management and relevant stakeholders of the situation in the sector; the most important strengths and opportunities that can be utilized, and the threats and opportunities for improvement that must be developed. | The need to strengthen, develop and rehabilitate the structural and technological infrastructure of the sector. |
| Previous development programs that have contributed to improving processes, service delivery levels and human resource management which can be utilized to complement current interventions. | Limited community sanctions and alternative sanctions in general, and unwillingness to implement those set in place. |
| | Limited financial resources for implementing sector development programs. |



| Threats | Opportunities |
|---|--|
| <p>Although legislation exists to support access to efficient justice, current legislation needs to be aligned with sector developments, such as the adoption of “e-signature”, amongst other developments.</p> | <p>The existence of supportive political will and State interest in the development of the judiciary.</p> |
| <p>Poor demand for alternative dispute resolutions.</p> | <p>Availability of national references and documents containing and clarifying state directions and policies with regard to the justice sector (including Discussion Papers, recommendations of the Royal Committee, etc.)</p> |
| <p>Despite slight increases in recent years, the number of beneficiaries for legal aid has been limited.</p> | <p>Existence of legislation that supports effective justice, such as two-tier litigation.</p> |
| <p>Weak electronic readiness of a number of key partners in the sector, especially with regards to activating electronic transformation (such as remote trials).</p> | <p>Donors interest in supporting sector development programs and projects in line with general directions.</p> |
| <p>Weak cooperation of some of the main partners in supporting and implementing the strategic directions of the sector.</p> | <p>Civil society organizations are interested in participating in the implementation of sector programs and projects, depending on their area of interest and specialty.</p> |
| | <p>Availability of international best practices that can be utilized to support efforts for sector development.</p> |





Justice Sector Strategy

2022 - 2026

Developing Litigation Procedures

Strategy Pillars, Objectives and Projects

| Pillar: Developing Litigation Procedures | |
|--|--|
| Sub-pillar: Civil Justice | |
| Strategic objective: Increasing the Efficiency and Effectiveness of Performance in Civil Justice | |
| Strategic Performance Indicators | <ul style="list-style-type: none"> • Disposition rate out of grand total of cases (incoming and backlog). • Average litigation duration in civil cases. • Average caseload of a judge in civil cases. • Satisfaction of service recipients in civil justice. • Quality of decisions issued in civil cases: percentage of cases rescinded in appeal court and reversed in the Court of Cassation. • Jordan's rank on the Civil Justice Index in the Rule of Law Index. |
| Sub-objective: Development of Litigation Procedures in Civil Cases | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none"> • Disposition rate out of grand total of civil cases (incoming and backlog). • Average caseload of a Judge in civil cases. • Average litigation duration in civil cases. • Satisfaction of service recipients in civil justice. |
| Projects | <ul style="list-style-type: none"> • Project (1): Review the Civil Procedures Law and its regulations (development and modernization of case management procedures in civil and commercial cases, appeal procedures, notification procedures, electronic signature, etc). • Project (2): Review and develop Magistrate Courts Law. • Project (3): Develop and modernize the Evidence Law. • Project (4): Develop, modernize and review the Enforcement Law to improve the enforcement procedures of decisions. |



Sub-objective: Human Resource Development in Civil Cases

Performance Indicators (Outcome and Impact)

- The percentage of judges appointed according to job descriptions.
- Retention rate (job turnover) of civil judges.
- Percentage of implementation of career paths.
- Satisfaction rate of judges.

Projects

- **Project (1):** Training civil judges according to the comprehensive judicial training plan based on TNA.
- **Project (2):** Training the administrative workforce that supports civil justice, as part of the comprehensive program for training and qualifying Ministry of Justice employees working in courts.
- **Project (3):** Develop and activate the career path for civil judges, including mediation judges and civil case management judges.
- **Project (4):** Develop and implement job descriptions for civil judges, including mediation judges and civil case management judges.
- **Project (5):** Conduct a caseload study for civil justice, including judicial mediation and civil case management to provide sufficient specialized and supportive judicial resources.

Sub-objective: Developing and Activating Judicial Mediation Measures

Performance Indicators (Outcome and Impact)

- Percentage of cases referred to judicial mediation.
- Percentage of cases settled through judicial mediation.
- Average duration of judicial mediation.
- Satisfaction of service recipients in judicial mediation.

Projects

- **Project (1):** Develop legislation on judicial mediation (Judicial Mediation Law and regulations) that pertain to a system of incentives to encourage litigants to seek judicial mediation, the amendments would include; facilitating procedures, expanding the scope of cases subject to mediation, expanding the powers granted to judicial mediators and exploring the possibility of compulsory mediation in specific types of disputes.
- **Project (2):** Raise awareness amongst service recipients on the importance and benefits of mediation and improving the culture to implement mediation.
- **Project (3):** Improve the culture and work methodology of judges and provide them with incentives to refer cases to judicial mediation.



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| Projects | <ul style="list-style-type: none">● Project (4): Provide general and specialized training for judges on judicial mediation, conflict management skills and techniques as part of the comprehensive judicial training program based on needs.● Project (5): Activate efficient partnerships that contribute to the activation of judicial mediation.● Project (6): Establish offices for the management of judicial mediation in all Courts of First Instance and rehabilitating existing offices.● Project (7): Build the capacities of administrative and support staff within judicial mediation offices as part of a comprehensive program for training and qualifying Ministry of Justice employees working in courts.● Project (8): Develop and activate career paths for mediation judges as part of the comprehensive project to establish career paths for civil judges.● Project (9): Develop and implement job descriptions for judicial mediation judges as part of the comprehensive project to establish job descriptions for civil judges. |
| Sub-objective: Developing and Activating the Expertise system | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● Satisfaction of judges with experts and expertise provided.● Percentage of adoption of expert reports by the ruling body.● Percentage of experts with whom work has been suspended. |
| Projects | <ul style="list-style-type: none">● Project (1): Developing the Expertise System to include:<ul style="list-style-type: none">● Developing selection criteria for experts.● Developing criteria for evaluation of experts (based on quality of services provided, timely delivery, responsiveness, level of cooperation, and satisfaction of service recipient (the judge)).● Expansion and increased classification of expertise.● Developing the electronic system for managing expertise. |





Sub-objective: Developing and Activating Civil Case Management

Performance Indicators for the sub-objective (outcome)

- Percentage of cases fully referred by the Civil Case Management Department to the subject-matter judge.
- Satisfaction of service recipients in civil case management.

Projects

- **Project (1):** Develop case management procedures for civil and commercial cases as part of the project to review and develop the Civil Procedure Law including; case registration, identifying points of agreement, presenting evidence, notifications, training judges, and qualifying legal researchers.
- **Project (2):** Develop a procedural manual for civil case management procedures.
- **Project (3):** Provide training for civil case management based on needs.
- **Project (4):** Qualify legal researchers.



| Pillar: Developing Litigation Procedures | |
|--|--|
| Sub-pillar: Commercial Justice | |
| Strategic Objective: Raising the Efficiency and Effectiveness of the Performance of Commercial Justice and Economic Chamber | |
| Strategic Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• Disposition rate out of grand total of commercial cases (incoming and backlog).• Average litigation duration in commercial cases.• Average caseload of a judge in commercial cases.• Satisfaction of service recipients in commercial justice.• Jordan's rank on the Civil Justice Index (WB).• Quality of decisions issued in commercial cases/percentage of cases rescinded in appeal court and reversed in the Court of Cassation. |
| Sub-objective: Developing legislation for the Economic Chamber | |
| Projects | <ul style="list-style-type: none">• Project (1): Develop and modernize legislation regulating the work of the Economic Chamber, including reconsidering the identification and comprehensiveness of the jurisdiction of the Economic Chamber (subject-matter and case-value jurisdictions), and review of the following legislations:<ul style="list-style-type: none">• Regular Courts Formation Law.• Magistrate Courts Law.• Evidence Law, taking into account the expansion of electronic commerce. |
| Sub-objective: Development and Management of Judicial and Administrative Human Resources Working in Commercial Justice | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• Percentage of personnel occupancy according to organizational structures.• Satisfaction rate with human resources services provided (training, career path, etc.). |





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| Projects | <ul style="list-style-type: none">● Project (1): Conduct a workload study for commercial justice, including the Economic Chamber, to provide sufficient specialized judicial resources.● Project (2): Develop and implement comprehensive training programs and plans for judges in the field of commercial justice.● Project (3): Develop and implement comprehensive training programs and plans for administrative staff working in the field of commercial justice.● Project (4): Develop career paths for judges specialized in commercial justice, including the Economic Chamber, so that cumulative experience is preserved and maximized. |
| Sub-objective: Development of Litigation Procedures in Civil Commercial Justice | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● Percentage of completed cases referred by the Civil Case Management Department to the subject-matter judge.● Satisfaction of service recipients with the civil case management. |
| Projects | <ul style="list-style-type: none">● Project (1): Developing case management procedures in civil and commercial cases within the Draft amendments to the Civil Procedures Law, including: case registration, identifying points of agreement, presenting evidence, notifications, training judges and qualifying legal researchers. |
| Sub-objective: Developing the Economic Chamber and Rehabilitating Technical and Logistical Infrastructure. | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● Satisfaction of service recipients with the infrastructure of the Economic Chamber.● Satisfaction of human resources with the infrastructure of the Economic Chamber.● The percentage of decrease in referred applications that are outside the jurisdiction of the Economic Chamber. |
| Projects | <ul style="list-style-type: none">● Project (1): Develop and rehabilitate the infrastructure and logistics of the Economic Chamber.● Project (2): Develop the registration procedures on the “Mizan System” to analyze cases and determine whether they are within the jurisdiction of the Economic Chamber before referral. |

Key Pillar: Developing Litigation Procedures

Sub-pillar: Criminal Justice

Strategic Objective: Improving the Efficiency and Effectiveness of Criminal Case Management

Strategic Performance Indicators (Outcome and Impact)

- Disposition rate out of the grand total (incoming and backlog) in criminal cases.
- Average litigation duration for felonies and misdemeanors.
- Average caseload of a judge/panel.
- Quality of decisions issued in criminal cases/percentage of rescinded cases in appeal court and reversed in the Court of Cassation.
- Jordan's ranking on the Criminal Justice Index of the Rule of Law Index.

Sub-objective: Developing and activating the National Strategy for Criminal Justice in Alignment with the Justice Sector Strategy

Performance Indicators (Outcome and Impact)

- Percentage of alignment between the Criminal Justice Strategy and the Justice Sector Strategy (percentage of joint objectives and projects).
- Percentage of achieved strategic objectives set out in the strategy.
- An increase in the rate of resolved criminal cases.
- Decreased average of litigation duration for criminal cases.
- Increased average of satisfaction of stakeholders with criminal justice.
- Increased satisfaction of service recipients in criminal cases.

Projects

- **Project (1):** Develop the criminal justice strategy in accordance with the Justice Sector Strategy, including (operational plans, stakeholders' management plans and risk management plans).
- **Project (2):** Develop a comprehensive financial plan to achieve the strategy.
- **Project (3):** Conduct research on criminal phenomena and recidivism (2017-2021).



Sub-objective: Developing and Updating Criminal Case Procedures

Performance Indicators (Outcome and Impact)

- Average caseload for a judge in criminal cases.
- Percentage of cases in which reconciliation was reached.
- Disposition rate out of incoming cases.
- Average litigation duration in criminal cases.
- The increased rate of satisfaction of service recipients in criminal cases.
- Number of simplified procedures.
- Increased percentage of applications (electronic services).

Projects

- **Project (1):** Comprehensive review and amendment of relevant legislation including: electronic signature, limiting cases that fall within the jurisdiction of the courts, resolving disputes during the litigation period and restorative justice.
- **Project (2):** Adopting restorative criminal justice and mediation.
- **Project (3):** Review, develop and fully digitalize criminal case procedures before Public Prosecution and courts to ensure the effectiveness and efficiency of procedures and decisions issued and enforcement thereof.
- **Project (4):** Train judges on procedures and legislative amendments in accordance with their training needs.
- **Project (5):** Train administrative staff on procedures and legislative amendments in accordance with their training needs.

Sub-objective: Expanding the Use of Modern Technology in Criminal Justice

Performance Indicators (Outcome and Impact)

- Percentage of remote trials.
- Decreased average of litigation duration in criminal cases (Magistrate Courts and Courts of First Instance).
- Increased average of disposed cases out of incoming cases.
- The satisfaction rate of judges and human resources with the modern technologies used.
- The satisfaction rate of service recipients with electronic applications and services.



| | |
|---|---|
| Projects | <ul style="list-style-type: none">● Project (1): Review and develop relevant legislation such as: Criminal Procedure Code and Regulation for the Use of Technology in Criminal Procedures.● Project (2): Conduct a needs study of the courts and public prosecution for technological equipment required to implement and activate remote investigation and trial procedures.● Project (3): Train judges on the requirements for activating remote trials in accordance with training needs.● Project (4): Train administrative personnel on the requirements for activating remote trials in accordance with training needs. |
| Sub-objective: Activating and Expanding the Principle of Judicial Specialization | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● Percentage of specialized judges.● Increase in the number of judicial specializations.● Average satisfaction rate of judges with human resource procedures (career path, training, etc.).● Average litigation duration of emerging crimes. |
| Projects | <ul style="list-style-type: none">● Project (1): Examine the requirements for enhancing specialization in emerging crimes including:<ul style="list-style-type: none">● Cyber-crimes.● Domestic violence.● Human trafficking.● Money Laundering and parallel financial investigation.● Project (2): Qualify and train adjudicative panels, public prosecutors, assistant public prosecutors and specialized judges in accordance with training needs.● Project (3): Train administrative personnel according to specialization and training needs.● Project (4): Develop and activate career paths for criminal judges which enhance the principle of judicial specialization and maximize the benefit from cumulative expertise. |





Sub-objective: Enhancing Fair Trial Guarantees

Performance Indicators (Outcome and Impact)

- Percentage of legislation aligned with the requirements of the National Human Rights Plan.
- Percentage of legislation aligned with requirement of international standards that comply with state policies.
- Percentage of implementing alternatives to detention.

Projects

- **Project (1):** Review current legislation and procedures to ensure alignment with the National Human Rights Plan and international standards and covenants that comply with state policies.
- **Project (2):** Expand the implementation of alternatives to detention.
- **Project (3):** Train judges and prosecutors on the implementation of alternatives to detention.
- **Project (4):** Review procedural manuals on detention and fair trial guarantees.

Sub-objective: Establishing a Specialized Fast Track for Minor Misdemeanors

Performance Indicators (Outcome and Impact)

- The average duration for disposition in minor misdemeanors.
- The number of qualified and specialized judges in minor misdemeanors.
- The disposition rate of minor misdemeanors.
- Satisfaction rate of fast-track service recipients in minor misdemeanors.

Projects

- **Project (1):** Amend legislation towards establishing a specialized fast-track for minor misdemeanors.
- **Project (2):** Raise awareness and train judges on fast-track procedures in accordance with training needs.
- **Project (3):** Raise awareness and train administrative personnel on fast-track procedures in accordance with training needs.
- **Project (4):** Raise community awareness on fast-track procedures for minor misdemeanors.

Key Pillar: Developing Litigation Procedures

Sub-pillar: Administrative Justice

Strategic Objective: Raising the Efficiency and Effectiveness of the Administrative Judiciary

Strategic Performance Indicators (Outcome and Impact)

- Disposition rate out of grand total (incoming and backlog) in administrative cases.
- Average litigation duration of administrative cases.
- Satisfaction of service recipients in administrative justice.
- Quality of decisions issued in administrative cases (percentage of substantive disposition vs procedural).
- Percentage of cases in which administrative decisions were annulled.
- Percentage of successful appeals by Administrative Public Prosecution before the High Administrative Court.
- Percentage of dismissals based on procedures or merit.
- Percentage of decisions that are well interpreted.

Sub-objective: Developing, Qualifying and Training Personnel Working in Administrative Justice and Administrative Public Prosecution

Performance Indicators (Outcome and Impact)

- Percentage of judges specialized in administrative justice.
- Satisfaction rate of Judges with training.
- Percentage of appointed judges according to job descriptions.
- Percentage of implementation of career paths.
- Retention rate of judges (job turnover) in administrative justice.
- The satisfaction rate of judges with career paths.

Projects

- **Project (1):** Develop a comprehensive training program and plans for judges in administrative justice including:
 - Developing a special course plan for administrative justice inclusive of relevant knowledge and skills including public administration.
 - Developing intensive training programs on matters related to administrative justice that contribute to enhancing skills of administrative judges to deal with diverse cases.
 - Develop programs targeting creative abilities of judges, understanding of the culture of rights and freedoms, and development of thinking skills.



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| Projects | <ul style="list-style-type: none">● Project (2): Develop and adopt career paths for judges in administrative justice and administrative public prosecution, to preserve and maximize benefit from their cumulative experiences.● Project (3): Developing and activating job descriptions for judges working in administrative justice.● Project (4): Examining the workload of judges in administrative justice to ensure deployment of a sufficient number of judges. |
| Sub-objective: Developing Legislation to Govern Administrative Justice | |
| Performance indicator | <ul style="list-style-type: none">● Percentage of amended legislation per proposed amendments. |
| Projects | <ul style="list-style-type: none">● Project (1): Review and develop relevant legislation including:<ul style="list-style-type: none">● Reducing the procedural formalities that cause most cases to be dismissed.● Expanding the jurisdiction of the administrative judiciary.● Developing special procedures for administrative justice (procedural law for administrative justice). |
| Sub-objective: Information and Data Management in Administrative Justice | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● System effectiveness (data comprehensiveness, number of decisions based on system information, confidence in system data and reports, number of system users).● Effectiveness of the electronic library (number of library users, user satisfaction, user evaluation of the content). |
| Projects | <ul style="list-style-type: none">● Project (1): Develop an information management system that includes all cases referred to administrative courts and the outcome of these cases, so that the expertise and knowledge accumulated can be utilized to promote creative solutions in administrative justice. This is part of the project to develop the electronic “Mizan System”.● Project (2): Create an electronic/legal library for administrative justice. |

Sub-objective: Developing and Automating the Structure and Procedures for Administrative Justice

Performance Indicators (Outcome and Impact)

- Percentage of automated procedures.
- Percentage of applications completed electronically.
- Number of simplified procedures.

Projects

- **Project (1):** Review and develop all administrative judicial procedures and converting them fully into electronic procedures/electronic court.
- **Project (2):** Restructure the Administrative Court.
- **Project (3):** Establish a technical office for the administrative judiciary.
- **Project (4):** Develop and activate an interconnection between the Administrative Public Prosecution with the relevant authorities.



Key Pillar: Developing Litigation Procedures

Sub-pillar: Juvenile Justice

Strategic Objective: Increasing the Efficiency and Effectiveness of Performance of Juvenile Justice

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| Strategic Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• Percentage of juveniles who have been reintegrated into society.• Percentage of juveniles who did not re-offend.• Percentage of societal measures adopted in the field of juvenile justice.• Percentage of cases in which the restorative justice approach was adopted. |
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Sub-objective: Developing Infrastructure (buildings, halls and equipment) to Contribute to Providing a Service suited to the Needs of Juveniles

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| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• Satisfaction rate of service recipients with the infrastructure and its suitability for juveniles.• Percentage of courts containing “Children’s Chamber”.• Satisfaction rate of users of the “Children’s Chamber”.• Frequency of use of the “Children’s Chamber”.• Effectiveness rate of the interconnection between juvenile courts, care homes and family protection. |
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| Projects | <ul style="list-style-type: none">• Project (1): Examine the need for juvenile courts and specialized prosecution departments in terms of structural, technical and logistical infrastructure.• Project (2): Establish juvenile courts and specialized prosecution departments as per identified needs, and equipping these courts and departments with the necessary structural, technical and logistical infrastructure.• Project (3): Develop and activate the role of the “Children’s Chamber” in all courts of First Instance, Major Felonies Court, and all Public Prosecution Departments.• Project (4): Establish electronic interconnection between juvenile courts, care homes and family protection centers. |
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Sub-objective: Allocating and Qualifying Judges to Handle Juvenile Cases (dispute settlement, enforcement of decisions)

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| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• Percentage of occupancy of juvenile judges who meet the criteria of selection of judges within the organizational structure.• Satisfaction rate of judges with training programs.• Percentage of personnel matching job descriptions.• Percentage of implementation of career paths.• Retention rate (job turnover) amongst judges in juvenile justice. |
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| Projects | <ul style="list-style-type: none">● Project (1): Develop job descriptions for juvenile judges that reflect selection criteria.● Project (2): Examine the workload of juvenile judges to allocate a sufficient number of judges (settlement, enforcement), and to activate the role of a settlement/ enforcement judge.● Project (3): Develop a comprehensive training program for juvenile judges as per training needs with a focus on specialized topics such as dispute resolution and enforcement of decisions.● Project (4): Establish career paths for juvenile judges so they are retained and the cumulative experiences of personnel are utilized. |
| Sub-objective: Expanding the Implementation of Alternatives to Detention and Non-Custodial Measures | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● The number of established/implemented alternatives.● The number of cases in which alternatives to detention were actually implemented compared to the total number of cases to which these measures could apply.● Satisfaction rate of service recipients. |
| Projects | <ul style="list-style-type: none">● Project (1): Conduct a study to assess the impact of using non-custodial measures on juvenile delinquents (impact on reform and reintegration of juveniles into society) for the purpose of identifying gaps and expanding the application of relevant measures.● Project (2): Expanding on the implementation of non-custodial measures based on the results of the aforementioned study. |
| Sub-objective: Developing Juvenile Court Procedures | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● Number of simplified procedures.● Satisfaction rate of service recipients.● Percentage of juveniles who are monitored by judges. |
| Projects | <ul style="list-style-type: none">● Project (1): Develop a guideline that includes:<ul style="list-style-type: none">– Review and develop the applied procedures as per the results of the study conducted.– Train judges on procedures that have been developed as per training needs.– Publish a guideline to standardize juvenile court procedures.● Project (2): Develop and implement programs to ensure the effective monitoring of juveniles by enforcement judges. |





Sub-objective: Expanding the Use and Adoption of Technology to Facilitate Litigation Procedures

Performance Indicators (Outcome and Impact)

- Percentage of remote trials.
- The effectiveness of the electronic system (the confidence rate in the system's data and reports, the comprehensiveness of the data).
- Percentage of automated procedures.
- Satisfaction rate of stakeholders/users with automated procedures.

Projects

- **Project (1):** Develop the electronic "Mizan System" to include all information and statistical reports on juvenile cases.
- **Project (2):** Convert court procedures to an electronic system that provides for remote trials.

Sub-objective: Strengthening Cooperation with Partner Institutions

Performance Indicators (Outcome and Impact)

- Number of Memoranda of Understanding signed.
- Number of activated Memoranda of Understanding.
- Partners satisfaction rate.
- Partners evaluation rate.

Projects

- **Project (1):** Develop a procedural framework to manage the relationship and workflow with relevant partners in juvenile justice.



Justice Sector Strategy

2022 - 2026

**Developing Judicial and Justice Sector bodies
and their Human Resources**

Key Pillar: Developing Judicial and Justice Sector Bodies and their Human Resources

Sub-pillar: The General Secretariat of the Judicial Council

Strategic Objective: To Increase the Efficiency and Effectiveness of the Performance of the General Secretariat of the Judicial Council

Strategic performance indicators

- Satisfaction rate of service recipients with the automated services (judges).
- Satisfaction rate of partners.
- Human Resources satisfaction (judges and employees of the General Secretariat).

Sub-objective: Developing and Raising the Efficiency of Human Resources including Judges and Employees of the General Secretariat

Performance Indicators (Outcome and Impact)

- Occupancy rate within the organizational structure.
- Satisfaction rate of human resources, among judges and employees of the General Secretariat.

Projects

- **Project (1):** Develop and enhance human resource management procedures for judges and employees of the General Secretariat including procedures for appointment, training, incentives, evaluation, career path and others.
- **Project (2):** Train judges and employees in the General Secretariat and increase their efficiency based on training needs.

Sub-objective: Developing and Updating the Processes, Procedures and Regulations of the General Secretariat

Performance Indicators (Outcome and Impact)

- Percentage of budget compliance.
- Percentage of implemented projects and initiatives.
- Number of Memoranda of Understanding signed.
- Percentage of active Memoranda of Understanding.
- Number of simplified/automated procedures.
- Rate of stakeholders' satisfaction with means of communication.
- Number of courts participating in the Court Excellence Award.

Projects

- **Project (1):** Develop a comprehensive financing plan that provides for expected costs for all initiatives, programs and projects, and the expected/planned financing sources.
- **Project (2):** Develop a comprehensive monitoring and evaluation system that provides for clear work mechanisms and smart performance indicators, implemented at the level of the justice sector as a whole, allowing monitoring and evaluation of strategy implementation, the activities therein, and the work of courts in terms of case disposition and others.



Projects

- **Project (3):** Develop a risk management system that provides for identifying, analyzing and evaluating risks that may impact the achievement of objectives and formulation of plans to manage these risks.
- **Project (4):** Restructuring the General Secretariat of the Judicial Council in parallel with the restructuring of the justice sector as a whole including: organizational structure, defining roles, competencies and responsibilities, legislative reviews, and reallocation of human resources to ensure efficient and effective performance.
- **Project (5):** Develop and adopt institutional mechanisms to manage the relationship with internal and external partners to ensure achievement of common goals.
- **Project (6):** Develop a comprehensive system for operations management that includes developing and improving the processes, procedures and services that contributes to raising the level of performance.
- **Project (7):** Develop and activate a system for managing material, technological and financial resources to ensure optimal utilization thereof.
- **Project (8):** Develop a comprehensive knowledge management system to ensure the utilization of knowledge, studies outputs, monitoring and evaluation reports to improve processes and facilitate the decision-making process.
- **Project (9):** Develop and activate a sound and comprehensive approach for change management to ensure the efficiency and effectiveness of the implemented development and improvement processes.
- **Project (10):** Activate internal and external communication management and use data and statistics to enhance public confidence in the “Rule of Law”.
- **Project (11):** Activate the Court Excellence Award.
- **Project (12):** Examine and evaluate the current situation in terms of the efficiency and effectiveness of the council’s infrastructure and buildings and develop a plan to implement the recommendations and outputs of the study.
- **Project (13):** Develop, modernize and maintain the technological infrastructure of the Judicial Council.

Key Pillar: Developing Judicial and Justice Sector Bodies and their Human Resources

Sub-pillar: Public Prosecution

Strategic Objective: Raising the Efficiency and Effectiveness of the Performance of Public Prosecution

Strategic performance indicators

- Number of investigative cases that resulted in dismissal with or without prejudice /discontinuation of the prosecution/ retaining the case.
- Number of enforced cases.
- The amount of funds collected by the tax and customs prosecution.
- The amount of funds collected by the public prosecution office from money laundering and corruption crimes.
- The number of people who have been detained and who have been acquitted or found not liable.
- Successful appeals/percentage of judicial rulings that have been rescinded or overturned at the appeal of the Public Prosecution.

Sub-objective: Updating and Developing the Public Prosecution Office and its Supporting Bodies

Performance Indicators

- Number of simplified procedures.
- Number of remote trials.
- The rate of automated procedures.
- Efficiency of electronic interconnection.

Projects

- **Project (1):** Develop Public Prosecution procedures and guidelines, including:
 - Develop the Criminal Case Management Department to achieve justice and efficiency throughout investigations, indictments, and trial procedures (and pursuant trial procedures, including pleadings, reviews, and appeals).
 - Procedures of judicial police and public prosecution.
 - Enhance the role of the Public Prosecution Office in investigating juveniles and vulnerable groups.
 - Activate a monitoring and supervisory role for the Head of Public Prosecution and the Attorney General.
- **Project (2):** Expand the utilization of technology in investigation procedures, interviewing inmates, and in establishing electronic interconnection with key partners within the integrated program for the use of technology and electronic interconnection within the justice sector as a whole.
- **Project (3):** Develop a system to manage the relationship between the Public Prosecution and local and international partners.



Sub-objective: Developing Public Prosecution Personnel in Order to Raise Performance Levels

Performance Indicators (Outcome and Impact)

- Occupancy rate within the organizational structures.
- The rate of occupancy according to job descriptions.
- Rate of implementation of career paths.
- Retention rate (job turnover).
- Satisfaction rate of Attorney Generals, public prosecutors and their deputies.

Projects

- **Project (1):** Develop job descriptions for Attorney-Generals, public prosecutors and their deputies that include setting criteria to attract qualified individuals to work in Public Prosecution Departments.
- **Project (2):** Develop the knowledge and skills of members of the Public Prosecution Office and judicial police.
- **Project (3):** Develop career paths to enhance specialization and benefit from the accumulated experiences.
- **Project (4):** Examine the workload of the attorney generals, public prosecutors and their deputies to allocate sufficient personnel to perform the tasks assigned efficiently and effectively.

Sub-objective: Developing Infrastructure, Institutional Systems and Automating these to Improve Performance

Performance Indicators (Outcome and Impact)

- The percentage of decisions taken based on the data provided by the statistical system/the confidence rate in the data and reports provided by the statistical system.
- The satisfaction rate of human resources with the infrastructure.
- The satisfaction rate of service recipients with the infrastructure.
- Rate of implementation of strategic programs and projects related to the Public Prosecution Department.

Projects

- **Project (1):** Develop a statistical system for the Public Prosecution data and studies within the plan to develop the electronic “Mizan System”.
- **Project (2):** Activate accountability, monitoring and inspection on the work of the Public Prosecution by developing dashboards and relevant authorizations on the electronic “Mizan System”.
- **Project (3):** Develop the infrastructure and offices of the Public Prosecution and providing them with the necessary equipment.
- **Project (4):** Annual Review of the Public Prosecution Strategy.



Sub-objective: Developing the Tax and Customs Prosecution to Preserve Public Funds and State Resources

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| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• The amount of funds collected by the Tax Public Prosecution.• The amount of funds collected by the Customs Public Prosecution. |
| Projects | <ul style="list-style-type: none">• Project (1): Develop administrative work procedures (guidelines) in the Tax and Customs Public Prosecution.• Project (2): Develop personnel and administrative human resources in the Tax and Customs Public Prosecution.• Project (3): Develop judicial personnel and human resources in the Tax and Customs Public Prosecution. |

Sub-objective: Developing Operations with Regards to Cases of Money Laundering

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| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• The number of cases in which an indictment was reached vs. the total number of cases referred.• The number of cases in which seizures were made.• The number of cases in which confiscations were made.• The number of cases in which refunds were made.• The number of cases in which requests for international cooperation were submitted. |
| Projects | <ul style="list-style-type: none">• Project (1): Develop legal prosecution procedures in money laundering cases and develop a guideline.• Project (2): Train judges and public prosecutors and involving them in field visits to examine money laundering cases and parallel financial investigation.• Project (3): Automate procedures and provide training thereof. |





Sub-objective: Developing Processes for Managing Seized and Confiscated Funds and Assets

Performance Indicators (Outcome and Impact)

- Establishing an office for the management of seized and confiscated funds and assets.
- Rate of complaints regarding operations for management of seized and confiscated funds and assets.
- Satisfaction of service recipients with the management of seized and confiscated funds and assets.

Projects

- **Project (1):** Issue a regulation to establish an office for the management of seized and confiscated funds and assets.
- **Project (2):** Develop the organizational structure of the office, description of tasks, and provide personnel required to carry out tasks, and training thereof.
- **Project (3):** Develop and automate work procedures for the office and provide relevant training.

Key Pillar: Developing Judicial and Justice Sector Bodies and their Human Resources

Sub-pillar: Judicial Inspection

Strategic Objective: Raising the Efficiency and Effectiveness of Judicial Inspection

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| Strategic Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• The improvement in the quality of court evaluation processes and reports.• The improvement in the quality of judges evaluation processes and reports.• Satisfaction rate of Judges' with judicial inspection.• The rate of objections on judicial inspection results.• The compliance rate of judges with legislation (laws, regulations, instructions and judicial code of conduct).• Disposition rate of cases out of the grand total of cases (incoming and backlog).• The average litigation duration.• Quality of decisions issued/percentage of cases rescinded in appeal court and reversed in the Court of Cassation.• The rate of public confidence in the judicial system.• Jordan's classification on the Justice Index/ Rule of Law Index. |
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Sub-objective: Developing Regulatory Legislation (Judicial Inspection Regulation)

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| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• The improvement in the quality of court evaluation processes and reports.• The improvement in the quality of judges' evaluation processes and reports.• The satisfaction rate of judges and stakeholders with judicial inspection.• The rate of objections to the results of judicial inspection. |
| Projects | <ul style="list-style-type: none">• Project (1): Review and develop the judicial inspection regulation/bylaw to include the authority to evaluate the performance of inspectors and other aspects.• Project (2): Develop instructions derived from the judicial inspection regulation/bylaw and its amendments, such as "Instructions and Criteria for Evaluating the Performance of Inspectors". |



Sub-objective: Developing and Managing Human Resources for Judicial Inspection

Performance Indicators (Outcome and Impact)

- The number of inspection visits conducted vs. the approved inspection plan.
- The improvement in the quality of court evaluation processes and reports.
- The improvement in the quality of judges' evaluation processes and reports.
- The satisfaction rate of judges and stakeholders with judicial inspection.
- The rate of objections on the results of judicial inspection.
- The rate of improvement in the results of the objective evaluation of the inspectors.

Projects

- **Project (1):** Develop the criteria for selecting and appointing judicial inspectors.
- **Project (2):** Develop comprehensive qualification programs and courses for judicial inspectors based on their training needs analysis including training on best practices and successful case studies to improve the efficiency and effectiveness of performance.
- **Project (3):** Develop comprehensive career paths for judicial inspectors inclusive of various specializations and ranks.
- **Project (4):** Examine the workload of the judicial inspection to provide resources as per their needs in terms of:
 - Competent and high performing inspectors.
 - Efficient administrative support personnel.
 - Technical and logistical infrastructure such as computers, cars, and other needs.
- **Project (5):** Review and develop job descriptions for inspectors and personnel working in the Judicial Inspection.

Sub-objective: Developing the Organizational Structure of the Judicial Inspection and Automating Operations and Work Procedures

Performance Indicators (Outcome and Impact)

- The number of inspection visits conducted vs. the approved inspection plan.
- The percentage of judicial inspectors to the total number of judges.
- The number of violations to the judicial Code of Conduct.
- Average rating of courts evaluation
- Average rating of judges' evaluation
- The rate of adherence to the Code of Conduct.
- The rate of improvement in the results of objective evaluation of inspectors.

Projects

- **Project (1):** Restructuring judicial inspection including:
 - Determining the institutional identity.
 - Defining specializations.
 - Administrative divisions.
- **Project (2):** Develop and automate judicial inspection processes, procedures and instructions for the inspection of courts, judges, Public Prosecution and its members, and prepare relevant guidelines to include:
 - Unified criteria for inspecting courts (notary public, public prosecution, appeals registry, and others).
 - The processes of evaluating court performance and court presidents and others.
 - An electronic inspection system that includes notification of tasks, inspection schedules and dates, and other aspects. The system will provide for electronic interconnection to extract the data necessary to conduct inspections efficiently and effectively.
 - Evaluation criteria and elements (such as selection of samples, number of cases to evaluate, number of inspectors), which contribute to strengthening the role of the judicial inspection in ensuring compliance with the values and traditions of the judiciary and judicial conduct.
- **Project (3):** Develop and activate a statistical analysis system within the comprehensive project to develop the electronic “Mizan System” to benefit from the data and outputs of the judicial inspection in developing litigation procedures, the performance of judges, and the institutional performance of courts.
- **Project (4):** Develop processes and systems for monitoring, evaluation, accountability, and quality control of judicial inspection within the framework of the comprehensive system of monitoring and evaluation for the judiciary, including:
 - Evaluating the effectiveness and efficiency of judicial inspections.
 - Evaluating the performance of judicial inspectors.
 - Relevant indicators and measures, including the acceptable ratios of the number of judicial inspectors to the total number of judges and ongoing cases.



Key Pillar: Developing Judicial and Justice Sector Bodies and their Human Resources

Sub-pillar: Judicial Institute

Strategic Objective: To raise the Efficiency and Effectiveness of the Judicial Institute

Strategic performance indicators

- The degree of improvement in trainees' annual inspection reports.
- Satisfaction rate of the Judicial Institute service recipients.
- The degree of improvement in the Institute evaluation reports of trainers.
- Satisfaction rate of Judicial Institute employees.
- Quality of decisions / percentage of cases that were rescinded in the appeal court and reversed in cassation.

Sub-objective: Developing and Optimally Utilizing the Capabilities and Technical Resources of the Judicial Institute.

Performance Indicators (Outcome and Impact)

- The percentage of increase in the number of users of the learning platform.
- Satisfaction rate of learning platform users.
- The number of conferences held from outside the institute / the number of agreements signed thereof.
- Percentage of user satisfaction with the infrastructure and technology.
- The effectiveness of the studios established (number of studios, number of training materials recorded within these studios).

Projects

- **Project (1):** Develop the electronic learning platform to allow access of users from outside the Institute and in courts.
- **Project (2):** Amend and develop instructions for use of training halls and laboratories for optimal use.
- **Project (3):** Develop a marketing plan to utilize the Institute's facilities in holding conferences and various activities.
- **Project (4):** Develop the structural and technical infrastructure for the institute's halls and facilities, including sound systems, insulation of walls, floors and other needs.
- **Project (5):** Establish sound-proof studios for recording training materials and lectures and uploading them on the learning platform.

Sub-objective: Developing, Qualifying and Building the Capacities of the Administrative and Technical Personnel of the Judicial Institute

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| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none"> • The percentage of implementation of the training plan. • Rate of return from training/impact of training. |
| Projects | <ul style="list-style-type: none"> • Project (1): Develop a procedural manual for internal training to build the capacity of the institute's staff. • Project (2): Develop a training plan linked to the professional and career paths per the comprehensive training needs analysis including topics such as organizing courses and use of technology, tools, and the structural and technological infrastructure in the Judicial Institute. • Project (3): Implement the training plan over the span allocated thereof. |

Sub-objective: Developing the Judicial Institute's Training system

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| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none"> • The satisfaction rate of trainees/service recipients with the training provided (trainers, training materials). • The effectiveness of the unified electronic system (number of trainees registered through the system, number of courses organized through the system, user evaluation of the system). |
| Projects | <ul style="list-style-type: none"> • Project (1): Develop a unified procedural manual for training. • Project (2): Develop and adopt a comprehensive system of standardized training programs that includes training modules and curricula tailored to gender, specializations and other aspects. • Project (3): Develop a unified electronic system for managing and organizing training operations with the Judicial Council. |

Sub-objective: Developing the Institute's Teaching System (Diploma)

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| Performance Indicator | <ul style="list-style-type: none"> • Student satisfaction rate with teachers and training programs. |
| Projects | <ul style="list-style-type: none"> • Project (1): Develop and adopt a comprehensive system of unified training programs for the diploma program that includes teaching modules and curricula that include mock trials and various practical aspects. |



Sub-objective: Providing the Institute with Qualified and Efficient Human Resources

Performance Indicators (Outcome and Impact)

- Occupancy rate within the organizational structure.
- Percentage of employees appointed according to job descriptions.
- Percentage of implementation of career paths.
- Satisfaction rate of the institute's employees.

Projects

- **Project (1):** Develop job descriptions for Judicial Institute's employees that include recruitment criteria to attract talent.
- **Project (2):** Assess the institute's needs for qualified human resources.
- **Project (3):** Attract technically and administratively qualified human resources (specialists in the fields of technical support, audio, communication, media, etc.).
- **Project (4):** Develop and conduct workload studies to allocate sufficient number of administrative and technical staff to perform tasks efficiently and effectively.
- **Project (5):** Develop and activate career paths for the Institute's employees for job retention and to maximize the utilization of their cumulative experiences.

Sub-objective: Developing Operating Procedures and Services in the Judicial Institute

Performance Indicators (Outcome and Impact)

- Percentage of activated systems.
- Satisfaction rates of service recipients with training, trainers, hall reservation procedures and other relevant aspects to design and implement training programs.
- Satisfaction rate with the admission competition procedures to study at the Judicial Institute.
- The percentage of automated processes.
- Percentage of activation of volunteering program (number of volunteers).

Projects

- **Project (1):** Utilize existing inactive systems.
- **Project (2):** Develop Continuous training procedures.
- **Project (3):** Develop initial training procedures (diploma).
- **Project (4):** Develop competition procedures (submission of applications, evaluation, admission, conducting the competition, evaluation of exams, etc.).
- **Project (5):** Automate and monitor the volunteering program.
- **Project (6):** Trainer evaluation procedures
- **Project (7):** Participant and trainee evaluation procedures.
- **Project (8):** Document procedures, including hall booking to conduct and organize events, training programs and various workshops.

Sub-objective: Developing and Automating the Institutional Systems

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| <p>Performance Indicators (Outcome and Impact)</p> | <ul style="list-style-type: none"> • Percentage of activated and automated institutional processes and systems. • Effectiveness of the statistical system (rate of confidence in system data/ reports, percentage of decisions made based on system reports). • Effectiveness of the financial system (percentage of completed transactions, accuracy of transactions completed, duration for completion of transactions). • Effectiveness of the human resources system (percentage of completed transactions, accuracy of transactions completed, duration for completion of transactions). • Effectiveness of the mailing system (percentage of completed transactions, accuracy of transaction completed, duration for completion of transactions). • Effectiveness of the supplies system (percentage of completed transactions, accuracy of transaction completed, duration for completion of transactions). |
| <p>Projects</p> | <ul style="list-style-type: none"> • Project (1): Establish a statistical system for training related studies for decision-making purposes. • Project (2): Develop and automate the financial system. • Project (3): Develop and automate the human resources system. • Project (4): Develop the internal mailing system between directorates and organizational units. • Project (5): Develop the supplies system. |

Sub-objective: Developing the Judicial Institute according to International Standards for Accreditation

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| <p>Performance Indicators (Outcome and Impact)</p> | <ul style="list-style-type: none"> • Obtaining international accreditation. • Percentage of major non-conformities in donor monitoring reports. |
| <p>Projects</p> | <ul style="list-style-type: none"> • Project (1): Evaluate and develop according to accreditation standards of an entity such as the European Arab Network, and the National Institute of Judges in the United States of America. • Project (2): Accreditation. |

Sub-objective: Developing and Activating a System for Managing Strategic Partnerships

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| <p>Performance Indicators</p> | <ul style="list-style-type: none"> • The number of Memoranda of Understanding signed. • Percentage of implemented Memoranda of Understanding. • Partner satisfaction rate. • Partner evaluation rate. |
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| Projects | <ul style="list-style-type: none">● Project (1): Develop processes to manage local and international partnerships.● Project (2): Adopt partnership management processes including local Memoranda of Understanding with faculties of law, civil society organizations, etc., and regional and international Memoranda of Understanding and others. |
| Sub-objective: Improving the Perception of the Judicial Institute and Raising Public Confidence | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● Average perception of stakeholders and beneficiaries of the Institute.● Average satisfaction rate of stakeholders (partners, beneficiaries) with the means and mechanisms of communication. |
| Projects | <ul style="list-style-type: none">● Project (1): Evaluate the current communication plan.● Project (2): Develop a communication strategy for the Institute that covers awareness and Media aspects.● Project (3): Strengthen and develop the capabilities of the Communication Unit personnel and improve systems and procedures. |
| Sub-objective: Developing the Regulations and Instructions of the Judicial Institute to Support the Achievement of the Strategic Objectives of the Institute | |
| Performance Indicator | <ul style="list-style-type: none">● The achievement percentage of strategic goals. |
| Projects | <ul style="list-style-type: none">● Project (1): Conduct a study to evaluate the Judicial Institute regulations/ Bylaws and instructions in practical implementation, and submitting proposals to amend the regulations/bylaw and instructions. |

Key Pillar: Developing Judicial and Justice Sector Bodies and their Human Resources

Sub-pillar: Courts

Strategic objective: To Increase the Efficiency and Effectiveness of Performance of Courts

Strategic Performance Indicators (Outcome and Impact)

- Disposition rate out of grand total of cases (incoming and backlog).
- Average litigation duration of cases.
- Judges' workload rate.
- Satisfaction rate of service recipients.
- Satisfaction rate of human resources (judges, employees).
- Quality of judgments issued in cases / percentage of cases rescinded in the appeal court and reversed in the Court of Cassation.
- Ranking of Jordan on the Rule of Law Index.

Sub-objective: Developing Human Resources Management and the Organizational Structure of the Courts

Performance Indicators (Outcome and Impact)

- Average workload of judges.
- Number of new specializations.
- Percentage of specialized judges.
- The percentage of implementation of the job succession plan/the percentage of appointments in leadership vacancies within the job succession plan.
- Satisfaction rate of judges and support staff.

Projects

- **Project (1):** Assess the workload of court employees and the reallocation of administrative human resources in courts.
- **Project (2):** Assess the workload of court judges per specialization and reallocation of judges in courts and jurisdictions.
- **Project (3):** Develop basic qualification and continuous training for judges, members of the Public Prosecution and the Administrative Public Prosecution on various types of justice according to training needs, focusing on the principle of specialization of judges and expanding its scope, and focusing on improving the quality of decisions issued, through training on preparing and drafting decisions.
- **Project (4):** Develop and activate job descriptions for judges and members of the public prosecution in various areas of justice.
- **Project (5):** Develop and activate the basis and criteria for selecting and qualifying administrative personnel in courts, including the presidents of courts, to equip administrative leaders in (leadership skills, judicial specialization, etc.).



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| Projects | <ul style="list-style-type: none">● Project (6): Develop the organizational structure of courts to raise performance efficiency and effectiveness, including activating the roles and tasks of administrative directors of the courts, establishing units for institutional development in courts to serve as the executive arms of the central institutional development units, and providing for an organizational framework between different departments and functional levels.● Project (7): Develop career paths for judges, including administrative, commercial, juvenile, Public Prosecution and other judges.● Project (8): Develop and activate the capabilities of judges working in technical offices.● Project (9): Activate and develop the capabilities of employees working in technical offices. |
| Sub-objective: Developing the Infrastructure of Courts | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● The satisfaction rate of service recipients with the courts infrastructure.● The satisfaction rate of personnel with the infrastructure of courts.● The percentage of equipped buildings.● The rate of implementation of the recommendations provided by the study on the geographical distribution of courts. |
| Projects | <ul style="list-style-type: none">● Project (1): Rehabilitate court buildings and their infrastructure in accordance with the nature of the work, specializations and services provided such as the Economic Chamber, Children’s Chamber, juvenile courts and others.● Project (2): Reconsider the geographical distribution of the courts, with a focus on the possibility of merging them and reallocating judges and staff. |
| Sub-objective: Developing the Technological Infrastructure for Litigation Services and the Advancement of Justice Services | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● Percentage of developed/updated electronic systems.● Percentage of archived documents.● The accuracy of retrievals of archived documents.● Document archiving accuracy rate.● Average duration of document archiving.● Effectiveness of the electronic “Mizan System” (accuracy of information, number of decisions taken based on system information and reports, etc.).● The percentage of remote trials.● The number of electronic libraries users.● The effectiveness of electronic interconnection.● Percentage of automated services. |

Projects

- **Project (1):** Develop the electronic “Mizan System” to include a comprehensive and classified database that includes all information and statistical reports related to all justice sector institutions to rely on for decision-making. In addition to developing the process for registering cases to include procedures for quality control, ensuring data accuracy, and referral of cases to the relevant party such as the economic chamber and other matters relevant to registration of cases.
- **Project (2):** Develop an electronic archiving system to include document classification, archiving procedures, training of relevant staff, document retrieval mechanism and other aspects related to archiving.
- **Project (3):** Develop the expertise system to include:
 - Developing criteria for selecting experts.
 - Developing expert evaluation criteria, such as the quality of services provided, timely service delivery, responsiveness, level of cooperation, and satisfaction of service recipients (the judge).
 - Increasing and expanding the classification included in the expertise system.
- **Project (4):** Use modern technology and electronic interconnection to speed up procedures such as registering cases, hearing witnesses, conducting remote trials, electronic interconnection, remote witness hearings, developing electronic services, mobile applications, electronic transformation plan, examining the infrastructure and its needs, and archiving.
- **Project (5):** Establish and activate a public and specialized electronic library in courts.
- **Project (6):** Automate processes, procedures and services.



Sub-objective: Developing Processes, Procedures and Services in Courts

Performance Indicators (Outcome and Impact)

- Number of simplified procedures.
- Percentage of automated services.
- Percentage of approved expert reports.
- Quality of court records.

Projects

- **Project (1):** Process reengineering for (litigation and administrative procedures) with the aim of simplifying and expediting them, and prepare procedural (or guiding) manuals thereof.
- **Project (2):** Increase the number of service hours by extending the official working hours of courts, and increasing the number of centers providing services for longer time periods.
- **Project (3):** Develop and regulate the profession of experts before the courts to enhance the values of integrity and transparency

Key Pillar: Developing Judicial and Justice Sector Bodies and their Human Resources

Sub-pillar: Ministry of Justice

Strategic objective: To Increase Efficiency and Effectiveness of the Performance of the Ministry of Justice

Strategic performance indicators

- The improvement achieved in the results of self-performance and external evaluations, such as the King Abdullah II Award.
- Average score of the evaluation of Ministry employees.
- Satisfaction rate of Ministry of Justice employees.
- Satisfaction rate of service recipients.
- Partner satisfaction rate.

Sub-objective: Developing and Raising the Efficiency of Human Resources in the Ministry of Justice

Performance Indicators (Outcome and Impact)

- Occupancy rate within the organizational structures.
- The percentage of appointment according to job descriptions.
- The percentage of implementation of career paths.
- Retention percentage (Job Turnover).
- The percentage of implementation of the job succession plan/the percentage of appointments in leadership vacancies within the job succession plan.
- Job satisfaction rate.
- Human resources satisfaction rate with training.
- Training returns/impact of training.

Projects

- **Project (1):** Develop and activate comprehensive programs for training and qualifying human resources in the Ministry, and supporting personnel working in courts, as part of the comprehensive procedures for training as per the needs and linked to the results of impact measurement.
- **Project (2):** Develop and activate a comprehensive human resource structuring project that includes:
 - Job descriptions.
 - Career paths.
- **Project (3):** Develop and activate incentive measures related to evaluation results.
- **Project (4):** Develop and activate evaluation procedures based on periodic performance measurement.
- **Project (5):** Prepare second level leaderships, including job succession plans that include identifying potential candidates, qualifying them, and delegating authorities.
- **Project (6):** Train and raise the capabilities of Ministry leaderships.



Sub-objective: Developing and Raising the Efficiency and Effectiveness of the State Case Management

Performance Indicators (Outcome and Impact)

- The improvement achieved in the results of self-performance and external evaluations, such as the King Abdullah II Award.
- Average score of the evaluation of Ministry employees.
- Satisfaction rate of Ministry of Justice employees.
- Satisfaction rate of service recipients.
- Partner satisfaction rate.
- Percentage of adjudicated cases in favor of the state.

Projects

- **Project (1):** Develop and activate comprehensive programs for training and qualifying State Case Management agents as part of the comprehensive procedures for training as per the needs and linked to the results of impact measurement.
- **Project (2):** Develop and activate electronic interconnection with the relevant governmental agencies.
- **Project (3):** Develop and activate the incentives system and procedures for agents of the State Case Management.
- **Project (4):** Develop and activate criteria for selecting and evaluating agents of the State Case Management.

Sub-objective: Developing and Raising the Efficiency and Effectiveness of the Financial Disclosure Department

Performance Indicator

- The names and contact information of those who disclosed their financial status.

Projects

- **Project (1):** Develop an electronic record of financial disclosure.
- **Project (2):** Develop and activate a comprehensive database that includes the information stated in the disclosure statements, as part of the Mizan System Development Project.

Sub-objective: Developing and updating the processes, procedures, systems and buildings in the Ministry

Performance Indicators (Outcome and Impact)

- Rate of commitment to implement projects and initiatives.
- Number of memoranda of understanding signed.
- Percentage of active memoranda of understanding.
- Number of automated procedures.
- Satisfaction rate of stakeholders with the means of communication.
- Number of complaints / complaints conclusion rate.
- Percentage of Budget commitment

Projects

- **Project (1):** A comprehensive system for monitoring and evaluation that includes clear mechanisms and smart Performance Indicators and is integrated within the system at the sectoral level.
- **Project (2):** A risk management system that includes identifying, analyzing and evaluating risks that may impact the achievement of objectives and developing plans to mitigate and manage these risks.
- **Project (3):** Develop and review the organizational structure of the Ministry of Justice and courts to provide for defined roles, competencies, responsibilities, structural links, and reallocation of human resources to ensure efficiency and effectiveness.
- **Project (4):** Develop institutional mechanisms to manage relationships with internal and external partners to ensure the achievement of common goals.
- **Project (5):** Review and develop a comprehensive system for operations management that includes developing and improving the processes, procedures and services provided and automating what is necessary to contribute to raising performance levels.
- **Project (6):** Review and develop mechanisms for developing legislation (laws, regulations, instructions) to provide for consultations.
- **Project (7):** Develop and activate a technology resource management system to ensure effective management and optimal utilization of those resources.
- **Project (8):** Develop and activate a system for managing material resources and supplies to ensure optimal utilization of these resources.
- **Project (9):** Develop a comprehensive knowledge management system that includes the utilization of knowledge, study outputs, and monitoring and evaluation reports as part of the improvement and development operations and the decision-making process.
- **Project (10):** Develop and activate a sound and comprehensive approach for change management to ensure the efficiency and effectiveness of the development and improvement processes implemented.
- **Project (11):** Activate the internal and external communication department in the Ministry and use data and statistics to enhance public confidence in the rule of law.
- **Project (12):** Examine and evaluate the current efficiency and effectiveness of Ministry buildings and infrastructure.
- **Project (13):** Develop a plan to implement the outputs and recommendations of the evaluation study of Ministry buildings and infrastructure.
- **Project (14):** Examine the workload to reallocate human resources.
- **Project (15):** Examine and evaluate the current efficiency and effectiveness of the structural infrastructure and buildings of the Ministry and develop a plan to implement the recommendations and outputs of the study.



Justice Sector Strategy

2022 - 2026

Access to Justice

Key Pillar: Access to Justice

Sub-pillar: Legal Aid

Strategic objective: Improving the Efficiency and Effectiveness of Legal Aid

Strategic Performance Indicators (Outcome and Impact)

- Satisfaction rate of legal aid beneficiaries.
- The number of requests receiving legal aid.
- Satisfaction rate of service recipients with the quality of legal representation.

Sub-objective: Developing the Legislation that Regulates Legal Aid

Performance Indicators (Outcome and Impact)

- Percentage of enforced laws / legislations related to legal aid.
- Percentage of draft laws / legislations related to legal aid.

Projects

- **Project (1):** An assessment study of the status of implementation of legal aid in courts and the challenges faced.
- **Project (2):** Survey of the status of legal aid.
- **Project (3):** Review of the Criminal Procedures Law, amending Articles (63 and 208) according to the outputs of the above study.
- **Project (4):** Review and develop the legal aid system to ensure alignment with the latest developments, and the necessary improvements according to the outcomes of the above study.

Sub-objective: Providing for Optional and Mandatory Legal Aid in Courts

Performance Indicators

- The number of inconsistencies in the implementation of legal aid procedures.
- Satisfaction rate of legal aid beneficiaries with legal representation.
- The percentage of increase in the number of requests for legal aid.

Projects

- **Project (1):** Adopt a work mechanism and procedures for optional and mandatory legal aid.
- **Project (2):** Develop a mechanism for selecting approved lawyers to provide legal aid.
- **Project (3):** Guidelines for Judges.
- **Project (4):** Training judges on legal aid.
- **Project (5):** Increase the number of beneficiaries from legal aid service through the Legal Aid Fund.



Sub-objective: Supporting and Developing the Legal Aid Directorate in the Ministry of Justice

Performance Indicators (Outcome and Impact)

- Occupancy rate within the organizational structure.
- Satisfaction rate of human resources in the Legal Aid Directorate with training.
- Satisfaction rate of service recipients with legal aid.

Projects

- **Project (1):** Provide and strengthen the Legal Aid Directorate with qualified and efficient human resources within the restructuring project in the Ministry of Justice.
- **Project (2):** Training liaison officers and directorate staff on legislation regulating legal aid.

Sub-objective: Infrastructure Development

Performance Indicators (Outcome and Impact)

- Number of active legal aid chambers.
- The percentage of increase in the number of visitors/users of new chambers.
- The satisfaction rate of stakeholders with the infrastructure of the new chambers.

Projects

- **Project (1):** Establish special chambers for legal aid within courts and at public prosecution departments.

Sub-objective: Activating the Role of Partner Institutions

Performance Indicators (Outcome and Impact)

- Legal aid partners satisfaction rate.
- Percentage of active partners/effectiveness of the electronic interconnection.
- Rate of performance evaluation of partners.

Projects

- **Project (1):** Develop a plan to manage effective partnerships with stakeholders from the Bar Association, civil society institutions, donors, and others, so as to include identifying partners, assignment of roles, raising awareness, training, and means of cooperation to activate legal aid.



Sub-objective: Awareness for Civil Society Groups

Performance Indicators

- The percentage of increase in the number of legal aid requests.
- The percentage of increase in the number of eligible legal aid requests.

Projects

- **Project (1):** Develop awareness programs for targeted groups within an integrated awareness plan emanating from the comprehensive communication strategy.





Key Pillar: Enhancing Access to Justice

Sub-pillar: Communication and Outreach

Strategic objective: To Raise the Efficiency and Effectiveness of Communication Processes in the Sector and Institutions

Performance Indicators (Outcome and Impact)

- Satisfaction rate of the most vulnerable groups (women, people with disabilities) with the ease of access to justice.
- Level of confidence in courts.
- Level of confidence in the rule of law and the independence of the judiciary.
- Percentage of citizens who believe that the law is applied equally.

Sub-objective: Develop, Adopt and Implement a Comprehensive Communication and Outreach Strategy

Performance Indicators (Outcome and Impact)

- Satisfaction rate of service recipients.
- Satisfaction rate of partners with means of communication.

Projects

- **Project (1):** Evaluate the Justice Sector communication strategy 2017-2021.
- **Project (2):** Develop a comprehensive internal and external communication strategy to improve the perception of the justice sector and enhance citizen confidence in the Jordanian Judiciary.
- **Project (3):** Implement internal and external communication and awareness strategy and plans, with continuous monitoring and evaluation of implementation progress and achievement of goals including the implementation of a number of awareness campaigns directed at target groups such as society, judges, and administrative support personnel so that campaigns cover topics such as legal aid, judicial mediation, and fast-track procedures for minor misdemeanors, community sanctions and highlight other areas for development and improvement.

Key Pillar: Enhancing Access to Justice

Sub-pillar: Community Sanctions

Strategic objective: Raising the Efficiency and Effectiveness of Implementation of Community Sanctions

Performance Indicators (Outcome and Impact)

- Percentage of cases in which community sanctions were actually applied from the total number of cases to which community sanctions could have applied.
- Percentage of recidivism in cases in which a ruling on community sanctions was issued.
- Satisfaction percentage of those sentenced to community sanctions with the sanctions and implementation mechanism.
- Percentage of society confidence in the effectiveness of community sanctions.

Sub-objective: Developing and Enforcing Legislation Regulating Community Sanctions and Relevant Guidelines

Performance Indicators (Outcome and Impact)

- Percentage/number of legislations and laws that have been safeguarded from legal loopholes.
- Satisfaction rate of stakeholders with training on amended legislation and manuals.
- The number of societal alternatives established.

Projects

- **Project (1):** A comprehensive review of the implementation of community sanctions in Jordan including statistical studies on the subject.
- **Project (2):** Review and develop legislation regulating alternative sanctions in light of the comprehensive review conducted.
- **Project (3):** Prepare guidelines to ensure the implementation of the necessary legislative amendments and training relevant parties.
- **Project (4):** Provide training programs for judges on community sanctions.
- **Project (5):** Raise awareness on the alternative sanctions system to ensure its adoption, support and proper implementation as part of the comprehensive communication strategy.

Sub-objective: Developing and Supporting the Community Sanctions Directorate at the Ministry of Justice

Performance Indicators

- Satisfaction rate of personnel in the Community Sanctions Directorate with the organizational structure and the distribution of tasks.
- Occupancy rate within the organizational structure.



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| Projects | <ul style="list-style-type: none">● Project (1): Develop and activate the organizational and functional structure of the directorate, per the available expertise and workload as part of the Ministry's restructuring project.● Project (2): Prepare guidelines for operating procedures.● Project (3): Provide specialized training for human resources per training needs. |
| Sub-objective: Activating the Alternatives Stated in the Law | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● The effectiveness of the alternative sanctions established (number of users, satisfaction of stakeholders, etc.).● The number of alternatives established.● Number of Memoranda of Understanding signed with partner institutions to implement the alternatives.● Percentage of commitment to implementing community monitoring/cases of non-conformity/violations.● The decrease in cases of evading the implementation of community sanctions. |
| Projects | <ul style="list-style-type: none">● Project (1): Develop a common concept for community monitoring and implementation mechanism.● Project (2): Expand the scope of agreements with partner institutions on community services and rehabilitation programs to increase the number of available alternatives.● Project (3): Adopt electronic monitoring over those convicted. |
| Sub-objective: Raising Community Awareness to Accept the Presence of Convicted Persons sentenced to community sanctions | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● Decrease in the number of incidences of abuse to those sentenced to community sanctions.● Percentage of recidivism due to non-acceptance of the convicted by society. |
| Projects | <ul style="list-style-type: none">● Project (1): Develop comprehensive awareness programs and plans that include materials and programs to raise awareness on the importance of community sanctions, benefits and positive impacts on the individual, society, and the state through (videos, media and promotional materials). |



Justice Sector Strategy

2022 - 2026

Developing Infrastructure

Key Pillar: Developing Infrastructure

Sub-pillar: Developing the Structural Infrastructure

Strategic objective: Improving the Efficiency and Effectiveness of Infrastructure in the Justice Sector

Strategic Performance Indicators

- Satisfaction rate of service recipients/users of the infrastructure in various justice sector buildings (Ministry of Justice, Courts, etc.).
- Satisfaction rate of human resources (judges and employees) with the infrastructure.

Sub-objective: Assessing the Efficiency and Effectiveness of the Infrastructure of Justice Sector Institutions and the Extent to which it Meets the Requirements of the Stakeholders

Performance Indicators (Outcome and Impact)

- The rate of inclusion of all buildings in the feasibility study of the infrastructure.
- The percentage of implementation of outcomes and recommendations of the study.
- The number of complaints related to buildings and infrastructure.

Projects

- **Project (1):** Assess and evaluate the current status of the efficiency and effectiveness of buildings and infrastructure at the Ministry of Justice, and develop a plan to implement recommendations and outputs.
- **Project (2):** Assess and evaluate the current status of the efficiency and effectiveness of buildings and infrastructure at the Judicial Council, and develop a plan to implement recommendations and outputs.
- **Project (3):** Assess and evaluate the current status of the efficiency and effectiveness of buildings and infrastructure at the Judicial Institute, and develop a plan to implement recommendations and outputs.
- **Project (4):** Assess and evaluate the current status of the efficiency and effectiveness of buildings and infrastructure at the courts and develop a plan to implement recommendations and outputs.
- **Project (5):** Review the geographical distribution map of courts with a focus on the possibility of unifying and merging as appropriate.
- **Project (6):** Assess the needs of specialized prosecution departments and courts, such as juvenile courts, and the needs of these courts and departments for structural, technical and logistical infrastructure.



Sub-objective: Building / Developing / Rehabilitating the Infrastructure of the Judiciary (Civil, Criminal, Commercial, Legal Aid) to Meet the Requirements of Stakeholders from Service Recipients

Performance Indicators (Outcome and Impact)

- The percentage of implementation of planned infrastructure projects/ number of completed projects.
- Satisfaction rates of users with the existing and new buildings of justice palaces and courts (service recipients, human resources) classified according to the service provided (judicial mediation, economic chamber, facilities for human trafficking cases, etc.).
- The number of established studios.
- Satisfaction rate of stakeholders with the infrastructure of the training halls and the facilities of the Judicial Institute.

Projects

- **Project (1):** Jerash Palace of Justice Building.
- **Project (2):** Amman Criminal Court Building.
- **Project (3):** Rehabilitation of the Amman Palace of Justice building to unify civil courts of first instance.
- **Project (4):** Construction and equipping the building for the Amman Court of Appeal
- **Project (5):** Ma'an Palace of Justice Building.
- **Project (6):** Develop and rehabilitate judicial mediation departments in all courts of first instance.
- **Project (7):** Develop the "Economic Chamber" and rehabilitate its structural, technical and logistical infrastructure.
- **Project (8):** Establish and develop juvenile prosecution departments and courts according to outputs of the needs study, and equipping them with the necessary structural, technical and logistical infrastructure.
- **Project (9):** Establish special offices for legal aid within courts and at public prosecution departments.
- **Project (10):** Develop the infrastructure of justice facilities related to human trafficking cases.
- **Project (11):** Establish isolated studios for recording training materials and lectures and uploading them to the learning platform.
- **Project (12):** Develop the structural and technical infrastructure of the Institute halls and facilities, including sound systems, insulation walls, floors and other requirements.
- **Project (13):** Develop the structural, technical and logistical infrastructure for the offices of the Public Prosecution.

Key Pillar: Developing Infrastructure

Sub-pillar: Technical Infrastructure (Technology)

Strategic objective: Increasing the Efficiency and Effectiveness of the Technological Infrastructure of the Justice Sector

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| Strategic Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• Satisfaction of service recipients with the services provided/automated procedures.• Satisfaction rate of human resources with the technological infrastructure.• Satisfaction rate of partners with infrastructure/ effectiveness of interconnection.• The number of security breaches/percentage of information security incidents handled.• The percentage of electronic services contribution to simplifying procedures.• The rate of confidence in dealing with electronic services.• Percentage of expenditure from budget allocated for information technology and security. |
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Sub-objective: Assessing the Efficiency and Effectiveness of the Technological Infrastructure of Sector Institutions and the Extent to Which They Meet the Requirements of Stakeholders

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| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">• The effectiveness of electronic systems.• The percentage of active electronic systems.• The percentage of automated services/procedures.• The percentage of increase in the number of users of electronic services.• The percentage of improvement in the level of automated procedures/ developed systems (the percentage of reduced time for automated procedures, the percentage of decreased complaints, the percentage of reduced paper consumption, the percentage of decrease in document archiving, the accuracy of procedures completion).• The percentage of the implemented recommendations and outcomes of the study. |
| Projects | <ul style="list-style-type: none">• Project (1): Review and evaluate the current status of efficiency and effectiveness of the technological infrastructure for the justice sector, including studying the needs of institutions, courts and public prosecution departments in order to activate electronic systems and services, remote investigation and trial, and other aspects of work, and developing a phased plan to implement the outputs and recommendations of this study.• Project (2): Implement the findings and recommendations of the above study regarding the modernization and development of the technological infrastructure and the e-transformation plan. |



Sub-objective: Developing/Rehabilitating the Technological Infrastructure of Institutions, courts, Public Prosecution and Litigation Procedures in Order to Simplify and Improve Procedures and Meet the Requirements of All Stakeholders

Performance Indicators (Outcome and Impact)

- Percentage of developed/updated electronic systems.
- Effectiveness of electronic systems (use rate, number of decisions taken based on these systems, etc.).
- The effectiveness of the electronic “Mizan System” (the percentage of confidence in system data and reports, the comprehensiveness of data).
- Effective electronic interconnection with relevant authorities.
- The percentage of archived documents/percentage of successful retrieval of archived documents.
- The percentage of document archiving accuracy / average document archiving time.
- The percentage of remote trials.
- The effectiveness of electronic libraries (percentage of increase in the number of users of electronic libraries, number of materials downloaded, and user satisfaction).
- Stakeholder satisfaction rate with automated processes.
- The percentage of automated services/procedures out of the total automatable services/procedures.
- The percentage of increase in the number of users of electronic services.
- The percentage of improvement in the level of automated procedures/ developed systems (the percentage of reduced time for automated procedures, the percentage of decreased complaints, the percentage of reduced paper consumption, the percentage of decrease in document archiving, the accuracy of procedures completion).

Projects

- **Project (1):** Develop the electronic “Mizan System” to activate the processes of collecting and managing statistical information and data, categorizing and analyzing, controlling quality, and issuing reports in a comprehensive and integrated manner to support decision-making processes, and to serve all types of justice and institutions such as the administrative judiciary, the Public Prosecution, judicial inspection, juveniles and others.
- **Project (2):** Expand the electronic interconnection with partners and relevant institutions, including linking with juvenile courts, care homes and family protection centers.
- **Project (3):** Develop an electronic archiving system including document classification, archiving procedures, training of relevant staff, document retrieval mechanism and other aspects related to archiving.



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| Projects | <ul style="list-style-type: none">● Project (4): Automate court procedures to ensure timely procedures and maintain confidentiality, privacy and rights of stakeholders, especially with regard to witnesses hearing and conducting remote trials.● Project (5): Establish and activate public and specialized electronic libraries in courts to serve all types of justice.● Project (6): Automate processes, procedures and services in courts and institutions such as case registration and others.● Project (7): Develop and automate the expertise system.● Project (8): Develop and activate the technology used in the “Children’s Chamber” in all courts of first instance, major felonies, and public prosecution departments.● Project (9): Automate litigation and administrative procedures to simplify and accelerate them.● Project (10): Review and develop all administrative judiciary procedures and fully automate them to transform the administrative judiciary into an electronic court.● Project (11): Expand the use of electronic services and mobile applications. |
| Sub-objective: Developing /Rehabilitating the Technological Infrastructure and Internal Systems of the Judicial and Justice Authorities to Simplify and Improve Procedures and Meet the Requirements of All Stakeholders | |
| Performance Indicators (Outcome and Impact) | <ul style="list-style-type: none">● The percentage of developed/updated electronic systems.● The effectiveness of electronic systems (use rate, number of decisions taken based on these systems, etc.).● The rate of automated procedures out of the total procedures that could be automated.● The satisfaction rate of human resources with the automated internal systems. |
| Projects | <ul style="list-style-type: none">● Project (1): Automate the internal work systems of the Ministry of Justice, the Judicial Council and the Judicial Institute, including the mailing system, human resource systems, technology resources system, supplies/inventory management systems and others. |





Sub-objective: Developing and Rehabilitating the Judicial Institute Technological Infrastructure to Simplify and Improve Procedures and Meet the Requirements of all Stakeholders

Performance Indicators (Outcome and Impact)

- The percentage of users of the electronic platform from outside the premise of the institute and courts.
- Satisfaction rate of users of the electronic platform from outside the premise of the institute and the courts with the performance and content of the platform.
- The percentage of developed/ automated systems.
- The effectiveness of developed/automated systems.
- The percentage of active systems.

Projects

- **Project (1):** Develop the electronic learning platform to provide for its access and use from outside the premise of the institute and the courts.
- **Project (2):** Develop a unified electronic system for managing and organizing training operations with the Judicial Council.
- **Project (3):** Utilize the existing inactive systems.
- **Project (4):** Establish a statistical system for studies related to training for decision-making purposes.
- **Project (5):** Automate and monitor the volunteering program.



Justice Sector Strategy

2022 - 2026

Legislative Reform

Key Pillar: Legislative Development

Sub-pillar: Harmonization of legislation

Strategic objective: Modernizing and Developing Legislations

Strategic Performance Indicators (Outcome and Impact)

- Satisfaction rate of stakeholders (judges, lawyers, service recipients) with the procedures developed in accordance with legislative amendments.
- The ratio of improved/developed legislation to the total number of legislations that needs development.
- The percentage of legislation (laws, regulations) that have been developed based on studies conducted.
- The percentage of the requirements of the national human rights plan that have been accounted for in the legislation.
- The percentage of the requirements of international standards that have been accounted for in the legislation.

Sub-objective: Increased Harmonization of legislations regulating the work of the justice sector

Performance Indicators (Outcome and Impact)

- The number of situations in which there is ambiguity in the interpretation of a particular legislation as it stands or when in conjunction with another legislation.

Projects

- **Project (1):** A comprehensive study of all legislation regulating the work of the justice sector as a single legislative system to raise the level of harmony and compatibility between these legislations.

Sub-objective: Developing and Activating Legislation and Procedures Regulating the Work of the Civil and Commercial Judiciary and the Economic Chamber

Performance Indicators (Outcome and Impact)

- The percentage of cases referred to judicial mediation.
- The number of requests that received legal aid.
- The number of procedures simplified.
- The percentage of improvement in the level of services provided (reducing the time of civil and commercial case procedures, reducing the percentage of errors, reducing the percentage of document archiving, reducing the percentage of paper consumption, reducing the rate of complaints).
- The percentage of specialized judges.
- The number of new specializations covered by the jurisdiction of the Economic Chamber



Projects

- **Project (1):** Develop legislation related to judicial mediation (the Mediation Law and the regulations that emanate from it, such as the incentives system to encourage the use of mediation (labor cases, incentives for judges, postponement).
- **Project (2):** Review, develop and update the Magistrate Courts Law.
- **Project (3):** Review, develop and update the Evidence Law (civil/commercial).
- **Project (4):** Review, develop and update the Enforcement Law to improve procedures for enforcing decisions.
- **Project (5):** Review the Civil Procedure Code and the emanating regulations (expanding the scope of legal aid to civil cases), develop and update case management procedures in civil and commercial cases, appeal procedures, notification, electronic signature and other priority aspects of development and modernization).
- **Project (6):** Develop and update the legislation regulating the work of the Economic Chamber, including reconsidering the definition and comprehensiveness of the Economic Chamber jurisdiction (subject-matter and case-value jurisdictions), including reviewing the following legislation:
 - Regular Courts Formation Law.
 - Magistrate Courts Law.

Sub-objective: Developing and Activating the Legislation and Procedures Regulating the Work of the Criminal Judiciary and Community Sanctions

Performance Indicators (Outcome and Impact)

- The percentage of increase in disposed cases out of the total number of incoming criminal cases.
- The number of new technological means.
- The percentage of requests for legal aid out of the total of criminal cases.
- The percentage of harmonization of laws and legislation with the national plan for human rights.
- The litigation duration in minor misdemeanors.
- The number of new community sanctions established.
- The number of cases in which reconciliations were reached.



| | |
|--|--|
| Projects | <ul style="list-style-type: none">● Project (1): Revise and develop the Criminal Procedure Code and the regulations emanating from it, with a focus on amendments such as:<ul style="list-style-type: none">- Reducing cases within the jurisdiction of the courts.- Use of technological means in criminal procedures.- Expanding the base of beneficiaries of legal aid.- Alignment with the national human rights plan and international standards and charters, and the expansion of alternatives to detention.- Establish fast track for minor misdemeanors.- Resolving disputes during the handling of the case and restorative justice.- Strengthening legal and social protection (human rights).- Facilitating access to justice for the groups most vulnerable to abuse (women, persons with disabilities, etc.).● Project (2): Review and develop the Penal Code to increase the effectiveness of the adoption of community sanctions:<ul style="list-style-type: none">- Expansion of community sanctions and the cases subject to them.- Establishing a joint concept of community monitoring and its application mechanisms.● Project (3): Review and develop the Human Trafficking Prevention Law. |
| Sub-objective: Developing and Activating Legislation and Procedures Regulating the Work of Legal Aid | |
| Performance Indicators | <ul style="list-style-type: none">● The percentage of increase in requests for legal aid.● Satisfaction rate of legal aid beneficiaries. |
| Projects | <ul style="list-style-type: none">● Project (1): Assess the possibility of establishing a law for legal aid.● Project (2): Review and develop the legal aid system. |
| Sub-objective: Developing and Activating the Legislation and Procedures Regulating the Work of the Administrative Judiciary | |
| Performance Indicator | <ul style="list-style-type: none">● Adoption of the procedural law of the administrative judiciary. |
| Projects | <ul style="list-style-type: none">● Project (1): Review and develop the legislation regulating the administrative judiciary to develop a number of aspects, including:<ul style="list-style-type: none">- Reducing procedural requirements that cause most cases to be dismissed.- Expanding the jurisdiction of the administrative judiciary.- Developing special procedures for the administrative judiciary (procedural law for the administrative judiciary). |





Sub-objective: Developing and Activating Legislation and Procedures Regulating the Work of the Public Prosecution

Performance Indicator

- The extent of successful appeals / percentage of judicial decisions that have been rescinded or reversed based on the request of the Public Prosecution.

Projects

- **Project (1):** Develop legislation regulating the procedures of the Public Prosecution (criminal case management, judicial police procedures, the public prosecution).

Key Pillar: Legislative Development

Sub-pillar: Legislative Impact Studies

Strategic objective: Modernizing and Developing Legislations

Strategic Performance Indicator

- Governance of the processes of drafting and reviewing legislation regulating the justice sector.

Sub-objective: Developing the Processes of Drafting and Reviewing Legislation to Include the Requirement of a Comprehensive Study of the Legislative Impact before Introducing or Amending any of the Legislations Regulating the Justice Sector

Performance Indicators (Outcome and Impact)

- The number of new legislations/legislative amendments preceded by a systematic detailed study of the legislative impact.
- Completing the development of legislation with the study of legislative impact before passing any legislation regulating the justice sector.

Projects

- **Project (1):** Develop mechanisms for preparing and reviewing legislation to include the mandatory study of the legislative impact before introducing or amending any of the legislation regulating the justice sector.
- **Project (2):** Building the capacities of employees for preparing and reviewing legislation, with a focus on studying the legislative impact.

Sub-pillar: Qualitative Studies Based on Statistics

Strategic Objective: Modernizing and Developing Legislations

Strategic Performance Indicator

- Governance of decision-making and decision-making processes in the justice sector.

Sub-objective: Developing Decision-making and Policy-making Processes in the Justice Sector Based on Reliable Statistical Information and Reports

Performance Indicators (Outcome and Impact)

- The number of decisions taken based on reliable statistical information and reports.
- Completing the development of statistical analytical system for studies and information related to the justice sector.

Projects

- **Project (1):** Develop decision-making mechanisms based on reliable statistical information and reports.
- **Project (2):** Establish and activate a statistical system for studies for decision-making purposes.



Justice Sector Strategy

2022 - 2026

Annexes

■ Annex (1)

Legislation / Laws:

- ▶ The Jordanian Constitution and its amendments for the year 1952.
- ▶ The Penal Code and its amendments No.16 of 1960.
- ▶ The Civil Procedure Law and its Amendments No.24 of 1988.
- ▶ The Criminal Procedures Law and its amendments No.9 of 1961.
- ▶ The Enforcement Law and its Amendments No.25 of 2007.
- ▶ The General Budget Law for the fiscal year 5 of 2021.
- ▶ The State Case Management Law and its Amendments No.28 of 2017.

Legislation/Regulations:

- ▶ Regulation for Judicial Inspection of Regular Courts and its Amendments No.43 of 2015.
- ▶ Regulation for Judicial Service for Regular Judges and its Amendments No.2 of 2020.
- ▶ Regulation for Civil Service and its Amendments No.9 of 2020.
- ▶ Regulation for the General Secretariat of the Judicial Council No.123 of 2017.
- ▶ Regulation for the Judicial Institute of Jordan No.49 of 2020.
- ▶ Regulation of Legal Aid No.119 of 2018.
- ▶ Financial Regulation and its Amendments No. 3 of 1994
- ▶ Regulation for Administrative Organization of the Ministry of Justice and its Amendments No.101 of 2015.
- ▶ Regulation for Government Procurement No.28 of 2019.



Current Strategies:

- ▶ Justice Sector Strategy (2017-2021).
- ▶ Criminal Justice Strategy (2018-2020).
- ▶ Strategy for the Prevention of Human Trafficking (2019-2022).
- ▶ Comprehensive National Plan for Human Rights (2016-2025).
- ▶ Public Prosecution Strategy (2020-2025).
- ▶ National Integrity and Anti-Corruption Strategy (2020-2025).

Statistics and International Reports:

- ▶ World Bank Reports Enforcement of contracts /Global Competitiveness Index.
- ▶ Rule of Law Reports and Indexes from the Global Justice Project and the World Bank.
- ▶ Sustainable Development Goals (SDGs-2030).

National Documents:

- ▶ The Sixth Discussion Paper of His Majesty King Abdullah II bin Al Hussein titled “The Rule of Law and Civil State” 2016.
- ▶ Report of the Royal Committee for the Development of the Judiciary and Strengthening the Rule of Law 2017.
- ▶ Jordan Vision 2025.
- ▶ Comprehensive National Plan for Human Rights. (2016-2025).
- ▶ State of the Country Report 2020-2021.
- ▶ Executive Indicative Program 2021-2025.
- ▶ Economic Growth Stimulation Plan (2018-2022).
- ▶ National Strategy for Digital Transformation (2021-2025).
- ▶ National Strategy for Women (2020-2025).
- ▶ Annual reports of the Judicial Council. (2018,2019,2020).
- ▶ Report of the Royal Committee to Modernize the Political System 2021.

Justice Strategies in the Following States (for comparison):

- ▶ The Arab Republic of Egypt.
- ▶ State of Palestine.
- ▶ Republic of Kosovo.
- ▶ United Arab Emirates.
- ▶ Republic of Uganda.
- ▶ Republic of Ireland.
- ▶ Republic of Serbia.
- ▶ Republic of Turkey.

Studies and Reports and Performance Evaluation Statistics:

- ▶ Reports and opinion surveys of partners and service recipients (satisfaction reports, employee satisfaction, outputs of suggestions and complaints boxes) issued by the Ministry of Justice.
- ▶ Evaluation report of the Justice Sector Strategy and the Criminal Justice Strategy issued by the Ministry of Justice and the Judicial Council in cooperation with the European Union.
- ▶ Workload Reports.
- ▶ Internal Control Reports in the Ministry of Justice.
- ▶ Proposed Staffing Tables for the Judicial Council and the Ministry of Justice.
- ▶ Evaluation reports of the King Abdullah II Award for Excellence in Government Performance and Transparency 2018 issued by the King Abdullah II Center for Excellence in Government Performance and Transparency.
- ▶ Periodic follow-up and evaluation reports.
- ▶ Grant Indicators Reports.
- ▶ Follow-up reports on the implementation of the Royal Recommendations to develop the Judiciary and strengthen the Rule of Law.
- ▶ The Court Excellence Award criteria document developed by the Judicial Council and the Ministry of Justice.



Human Resources Reports:

- ▶ Analytical Study of the Ministry of Justice.
- ▶ Analytical Study of the Judicial Institute.
- ▶ Judges' Career Paths Study.
- ▶ Study on the Evaluation of the General Secretariat of the Judicial Council.
- ▶ The judges proposals on the expertise system via the electronic "Mizan System".

Specialized Studies:

- ▶ Case study on Civil Case Management and Judicial Mediation 2020.
- ▶ Recommendations on Civil Case Management and Judicial Mediation (John McKee) 2020.
- ▶ IDLO Economic Chambers Study 2020.
- ▶ Survey studies (the satisfaction of lawyers, the satisfaction of judges, the satisfaction of employees and the society of the United States Agency for International Development (USAID in the year 2017 and 2019).
- ▶ A Study on Crime, Recidivism and Coping Strategies in Jordanian Society - A Comprehensive Analytical/
- ▶ Statistical/Exploratory Study for the Years (2013-2017) issued by the Ministry of Justice in the Year 2020.

■ Annex (2)

Comprehensive Analysis of the Internal and External Environments of the Justice Sector According to the Pillars of the Justice Sector Strategy 2022-2026.

| Civil Justice | |
|---|---|
| Weaknesses | Strengths |
| Incomprehensive Judicial specialization in civil cases (specialization, courts). | The availability of two tier litigation, which contributes to enhancing justice. |
| Inactive case management in courts for several reasons, including the lack of available judicial personnel and the need for legislative amendments. | The availability of legislation that supports prompt access to justice. |
| The Judicial Mediation Departments of the courts are inactive. | The use of technology in litigation procedures (case management system, expertise system etc.). |
| Electronic notifications are not utilized (not legally effective). | Electronic services (claims registration, file archiving, electronic payment etc.). |
| Lack of studies and standards for the workload of judges per case type. | A specific track for small disputes, and a fast track for civil cases of value less than three thousand Dinars. |
| | The availability of specialized judicial chambers in some courts. |
| | The availability of a number of specialized and qualified judges. |
| | The availability of supporting case management legislation. |



| Threats | Opportunities |
|---|---|
| The current legislation is unable to keep pace with developments. | The existence of political will to support the development of the judiciary. |
| Challenges facing the enforcement of decisions. | The issuance of regulations allowing the use of electronic means in civil matters. |
| Electronic signatures have not yet been approved in the Justice Sector. | Availability of legislation supporting judicial mediation as an alternative dispute resolution. |
| Poor demand for alternative dispute resolution. | Donors interest in supporting projects aimed at developing civil justice. |
| Low percentage of lawyers benefitting from and utilizing electronic services. | Legislative amendments based on the recommendations of the Royal Committee. |

Criminal Justice

Weaknesses

The conclusion of the Criminal Justice Strategy 2017-2020 and the need for an updated strategy that is aligned with the Comprehensive Justice Sector Strategy.

Despite the progress achieved per the annual reports of the Jordanian Judicial Council, there is still a weakness in a number of indicators such as the low disposition rate and the increased backlog, which indicates a need to develop and improve criminal policies, fair trial guarantees, criminal litigation procedures, and work in accordance with the principle of specialization, and cooperating with relevant (or strategic) partners.

Strengths

The criminal system supports restorative justice.

Developing a Public Prosecution Strategy for the years 2021-2025 with the aim of developing its operations, which is a key component of criminal justice chain.

The establishment of a specialized tax and customs prosecution offices (Transfer of tasks).

The availability of an electronic system, the "Judicial Record", which is accessible for all judges and prosecutors.

Using electronic means when conducting remote trials, including cases of inmates in correctional and rehabilitation centers.



| Threats | Opportunities |
|---|--|
| Criminal phenomena and emerging crimes such as cybercrime and cross-border crimes. | The existence of Political will. |
| The need for higher levels of coordination and cooperation and greater utilization of the roles of partners and relevant authorities. | The support and commitment of the national committee of the criminal justice strategy. |
| Structural, technical and logistical infrastructure challenges. | A set of legislative amendments that facilitate providing environment and basis for implementation of projects |
| Decrease in public satisfaction and confidence in the criminal justice system. | Interest of funding agencies, donors, and partners in criminal justice development programs. |
| | Electronic connectivity with a number of public security departments. |
| | Expected decrease in the number of crimes brought before the court of major felonies, as well as other felonies in the courts of first instance. |

Juvenile Justice

| Weaknesses | Strengths |
|---|--|
| <p>Infrastructure:</p> <ul style="list-style-type: none"> The structural, technical and logistical infrastructure of Juvenile Courts and existing “Children’s’ Chambers” need to be strengthened and developed. “Children’s’ Chambers” in the Courts of First Instance are not activated. | <p>The presence of specialized juvenile courts in the capital Amman and the city of Zarqa.</p> |
| <p>There is a shortage of judges specialized in juvenile cases in first level courts (Magistrate Courts).</p> | <p>The availability of “Children’s’ Chambers” in courts containing CCTV equipment.</p> |
| <p>Lack of specialization required by the Juvenile Law.</p> | <p>The availability of experienced trainers in the field of juvenile justice.</p> |
| <p>Absence of public prosecution specialized in juvenile cases.</p> | <p>The availability of judges specialized in juvenile cases.</p> |
| <p>Weak use of technology to protect underage victims and witnesses.</p> | <p>The existence of operational guidelines that contribute to the effective implementation of Juvenile Justice Policies.</p> |
| <p>No system in place to protect underage victims and witnesses.</p> | <p>The existence of the Steering Committee for Juvenile Justice, which includes in its membership representatives of the Jordanian Judicial Council.</p> |
| <p>Lack of alternative sanctions for juveniles.</p> | |



| Threats | Opportunities |
|---|--|
| The current law on juveniles needs a comprehensive review; drawing on the lessons learned from the practical application of the law during the past period. | The existence of Political will to provide optimal justice for juveniles. |
| Inadequate (or unavailable) capacity to support and reintegrate child victims. | Legislative framework in place (Juvenile Law). |
| Focusing on providing guarantees for the accused children, and not giving the children “witnesses or victims the necessary attention”. | Approved national strategy for juvenile justice. |
| Weak institutional cooperation frameworks and weak coordination with partner agencies. | Interest and support from funding agencies and donors in issues related to juvenile justice. |
| Poor performance and implementation of the current Juvenile Justice Strategy. | Interest from civil society organizations in issues related to juvenile justice. |
| | Juvenile Justice Steering Committee in place. |



Administrative Justice

| Weaknesses | Strengths |
|--|---------------------------------------|
| The limited number of judges and prosecutors specialized in the field of Administrative Justice in light of the focus on the civil and criminal aspects of litigation. | Two-tiered litigation. |
| Limited number of lawyers specialized in Administrative Judiciary. | The existence of judicial precedents. |
| Limited number of qualified personnel in Administrative Public Prosecution. | |





| Threats | Opportunities |
|--|---|
| <p>Weakness of the legal departments of state agencies and institutions (establishing the State Council to provide legal advice as an initiative).</p> | <p>Moving towards the development of the Administrative Judiciary as a representation of the Rule of Law.</p> |
| <p>The administrative judiciary is not placed as a priority in the development and modernization plans.</p> | <p>Administrative Judiciary, amongst other sectors, is most suited for digitalization and automation due to following advantages:</p> <ul style="list-style-type: none">• Limited number of lawsuits/ cases compared to other types of proceedings.• The limited number of lawyers specialized in this type of proceedings.• Administrative litigation lawyers are among the most receptive types of lawyers to change and development. |
| <p>Low cooperation from administrative bodies of the state and institutions with the Administrative Public Prosecution.</p> | |
| <p>of the lack of donors' interest in the administrative judiciary.</p> | |
| <p>Increased percentage of dismissals based on procedures vs merits</p> | |
| <p>Low awareness from public administrations (government, civil society) on the legal consequences of administrative decisions.</p> | |

Commercial Justice and Economic Chambers

| Weaknesses | Strengths |
|---|--|
| <p>The jurisdiction criteria of the Economic Chamber's depends on the case value rather than type, such as banking and insurance cases. Therefore, similar types of cases with different values are handled by two different judicial chambers, which may lead to a different decision and jurisprudence, despite the similarity of the subject and the legal points.</p> | <p>The establishment of an Economic and Commercial Chamber in Amman Court of First Instance.</p> |
| <p>The limited number of judges working in the Economic Chambers.</p> | <p>The existence of a system for distributing commercial cases randomly at the Amman Court of First Instance without human intervention.</p> |
| <p>The lack of stability in the career path of judges in Civil and Commercial Chambers in courts, which prevents establishing required cumulative expertise in commercial chambers.</p> | <p>The existence of a special digitalized service at the execution departments.</p> |
| <p>The case management does not have an active role in economic and commercial cases subject to statement exchange.</p> | <p>High level of performance "the highest percentage of endorsed decisions".</p> |
| <p>The classifications of commercial and civil cases on the electronic "Mizan System" need to be reviewed and developed further.</p> | |
| <p>The available technology in the economy chambers is limited and does not differ from other court chambers.</p> | |
| <p>The skills of the administrative personnel working in the Economic and commercial chambers are limited; and training in this field was received.</p> | |
| <p>Poor structural, technical and logistical infrastructure of the economic chambers.</p> | |
| <p>The limited number of experts qualified to prepare and submit expert reports on economic cases.</p> | |



| Threats | Opportunities |
|--|--|
| <p>The jurisdiction of the Economic Chamber does not cover all types of economic cases.</p> | <p>The presence of supportive political will and strategic orientations of the Jordanian Judicial Council to develop work in the Commercial Judiciary.</p> |
| <p>The Trade Law currently in force is outdated and dates back to 1966, and requires a comprehensive review and the introduction of provisions relating to international trade transactions and contracts, electronic commerce and banking operations.</p> | <p>The jurisdiction of the Economic Chambers is stipulated exclusively by the Formation of Regular Courts law.</p> |
| <p>The limited number of lawyers specializing in economic cases.</p> | <p>Interest and support from donors and funding agencies for issues related to commercial justice.</p> |



Access to Justice – Legal Aid

| Weaknesses | Strengths |
|---|---|
| Lack of sufficient qualified human personnel. | The existence of a legal aid bylaw. |
| The low level of legal aid currently provided, whether in terms of the number of cases receiving aid, or in terms of the quality and results of legal aid provided. | A directorate specialized in legal aid in place within the organizational structure of the Ministry of Justice. |
| low number of cases of optional legal aid are provided under the legal aid bylaw according to the eligibility criteria. | legal aid fund in place. |
| The restriction of mandatory legal aid in criminal cases to crimes with a penalty exceeding (10) years or more. | |
| There are no grounds and criteria for selecting and appointing lawyers to provide legal aid services. | |





| Threats | Opportunities |
|--|--|
| <p>Poor cooperation of a number of key partners, the most important of which is the Jordanian Bar Association.</p> | <p>The interest of civil society organizations in providing legal aid and having the necessary human and financial resources to do so.</p> |
| <p>There is a social need to provide legal aid in civil cases rather than limiting it to criminal cases only.</p> | <p>The interest of donors and funding agencies in supporting projects and programs for the development of legal aid.</p> |
| <p>Low community awareness of the existence of the legal aid service.</p> | |
| <p>There is a financial challenge related to the state's ability to cover the additional expenses incurred in the event that the scope of beneficiaries of the legal aid service is expanded, especially since the fund that was established for this purpose is not receiving any direct support from donors.</p> | |



Access to Justice- community Sanctions

| Weaknesses | Strengths |
|---|--|
| Lack of sufficient qualified personnel. | Legislative amendments in support of an institution for community sanctions. |
| The judges' lack of interest in community sanctions, their lack of conviction in their effectiveness, and their preference for traditional decisions. | Establishing a specialized directorate within the organizational structure of the Ministry of Justice. |
| Poor results/limited number of sentences issued as an community sanction. | |





| Threats | Opportunities |
|---|---|
| <p>The need for legislative amendments that match the needs and benefit on experiences gained.</p> | <p>The interest of Civil Society organizations, and their role in contributing to finding and providing alternatives to non-custodial measures.</p> |
| <p>The community's non-acceptance and fear of those sentenced to community/alternative sanctions.</p> | <p>The interest of donors and funding agencies in supporting projects and programs for developing community sanctions.</p> |
| | <p>Reducing overcrowding in correction and rehabilitation centers.</p> |
| | <p>The positive impact of community sanctions in reducing recidivism.</p> |

Institutional Capabilities and Human Resources

| Weaknesses | Strengths |
|---|--|
| <p>Human Resource Management:</p> <ul style="list-style-type: none"> • Brain-drain (Migration of qualified personnel). • The need to develop necessary skills for employees. • Poor distribution of human resources, especially amongst the courts, and the lack of optimal utilization of experienced and qualified employees. • Lack of expertise in some fields. • Poor adoption and application of replacement and succession plans. • Poor adherence to job descriptions. • Need for strengthening the procedures of appointing, promoting, transferring, secondment of judges. | <p>Supportive and committed leadership.</p> |
| <p>Financial Planning:</p> <ul style="list-style-type: none"> • Projects are not linked, especially those stipulated in the strategy, with specific or planned financial costs. • Low efficiency and failure to make optimal use of grants, aid, and funding provided to support various programs and projects. | <p>Specialized competencies and cumulative experiences of human personnel in all fields of work.</p> |
| <p>Organizational Structures:</p> <ul style="list-style-type: none"> • The need to adopt a comprehensive system for the delegation of powers and empowerment. • The length of the decision-making chain. • Overlapping powers and authorities. • Weak utilization and implementation of a number of strategically important tasks and roles. | <p>The existence of a technical/electronic infrastructure capable of accommodating any developments.</p> |
| <p>Material and Technological Resources:</p> <ul style="list-style-type: none"> • Old devices/computers that have are outdated and are unable to accommodate recent technological developments. • A number of rented buildings whose design is unsuitable to the nature of the work of the courts. | <p>The availability of studies and statistics that help in decision-making.</p> |
| | <p>The existence of institutionalization and documentation</p> |
| | <p>Adoption of a collaborative approach (creative incubator, committees, etc.).</p> |



| Threats | Opportunities |
|---|--|
| Weak financial allocations from the State general budget as a result of the government austerity policies. | Grants, support and funding. |
| Increased demands for judicial and justice services as a result of social and economic pressures and other factors. | A young and educated society. |
| Lack of cooperation, poor responsiveness, and resistance to change. | Flexible and up-to-date legislation. |
| Lengthy periods for approving legislative amendments. | National directions towards electronic transformation. |
| Some laws do not support technological developments. | Internal political stability. |
| Changes to lifestyles. | Updated and amended legislation |
| The difference in educational levels. | The availability electronic platforms by the government (providing technical / electronic infrastructure, especially with the outbreak of the COVID pandemic). |
| The high cost of technological advancement and upgrading thereof. | |
| The lack of readiness of some individuals and institutions to keep pace with technological transformations. | |



| Judicial Inspection | |
|--|---|
| Weaknesses | Strengths |
| The limited number of judicial inspectors in comparison to their significant workload, as their number ranges between (8-10) inspectors who undertake inspection tasks on behalf of more than (900) judges from various disciplines. | Availability of official and guides accredited as per the regulations and instructions. |
| The lack of trained and qualified personnel to carry out judicial inspections, and the limited jurisdiction of judicial inspectors compared to the extensive range of judges' expertise. | The judicial inspector has immunity for a period of four years. |
| Limited criteria for selecting judicial inspectors and confining the criteria to often formal matters such as degrees. | The independence of Judicial Inspection and its impartiality from other party. |
| Weak quality control processes for assessing the performance of the inspectors. | |
| Weak logistical support provided to carry out effective inspections, including the lack of sufficient vehicles. | |
| Limited ability for appeal of judicial inspection reports, except in exceptional cases related to low evaluation scores. | |
| Poor and non-comprehensive application of specialized procedural guides. | |
| The lack of a system/tools for evaluating the performance of inspectors, the performance of courts and heads of courts. | |
| The focus of inspections primarily on judges (as this is related to promotions and raises) and not on the work of the courts as a whole. | |





| Threats | Opportunities |
|--|---|
| <p>The outbreak of the COVID pandemic and the restrictions it caused on field tours and face-to-face visits.</p> | <p>Legislation regulating the judicial inspection process.</p> |
| <p>Greater workload on the Jordanian Judiciary (increasing the number of disputes and cases before the courts) due to political instability and Jordan receiving large numbers of refugees (mainly the Syrian refugee crisis).</p> | <p>Utilizing other countries' experiences.</p> |
| | <p>Partners' support and interest, including donors and funding agencies, in raising the efficiency and effectiveness of judicial inspection.</p> |



| Public Prosecution | |
|---|---|
| Weaknesses | Strengths |
| The shortage in the number of members of the Public Prosecution Office. | An updated strategy for the Public Prosecution for the years 2021-2025. |
| The shortage of specialized administrative staff. | Distinguished competencies and expertise in this field. |
| Poor job stability due to transfers from the Public Prosecution Department to the judiciary and vice versa. | Electronic connectivity with a number of departments within the Directorate of Public Security (residence and borders, police stations, Interpol, correction and rehabilitation centers). |
| Poor statistics and specialized analytical studies. | |
| The organizational structure of the Public Prosecution is not compatible with recent developments. | |





| Threats | Opportunities |
|--|---|
| New phenomena and emerging crimes, especially electronic crimes. | Supportive political will. |
| The lack of expertise and competence amongst the Judicial Police. | Interest of donors and funding agencies in supporting programs and projects to develop the Public Prosecution Office. |
| Poor infrastructure. | Cooperation with partners. |
| The impact of the outbreak of the Covid pandemic on workflow and delivery. | |

Judicial Institute

Strengths

A modern building with an infrastructure that supports the achievement of objectives and the implementation of various programs.

The existence of a good level technical/technological infrastructure that helps implement the mission and development programs of the Institute, including the e-learning platform, equipped studios, cameras and sound systems.

Senior management that is interested in, and committed to development.

The connectivity between the Judicial Institute and the Chief Justice of the Judicial Council, which facilitates speedy procedures and decision-making.

The signing of memoranda of understanding with a number of partners.

Weaknesses

Overlapping jurisdictions and low coordination between the Judicial Institute and the General Secretariat of the Judicial Council (Training and Specialization Unit), after enrolling the Institute under the Chief Justice of the Judicial Council.

The Institute's previous strategy does not provide for any strategic pillars, objectives or indicators related to the development of the "Diploma Program" at the Institute.

The lack of qualified and diverse competencies to develop training programs and plans and implement them efficiently and effectively.

The varying quality of training programs offered by the Institute as a result of the variance in training content and in the competence of the trainers.

The lack of studies to examine the impact of training on the performance of judges to utilize in developing the training process.

Weak institutional systems for tracking the training process (Monitoring and evaluation, statistical systems) to utilize them in preparing studies and in decision-making.

Poor documentation of work procedures, which weakens the overall performance of the Institute.

Weak of institutional communication capacities; technical/electronic and logistical, and the lack of trained personnel to manage media exposure.

Poor institutional communication with regard to awareness.

Limited number of signed of memoranda of understanding that are not properly implemented.



The lack of qualified personnel to manage, maintain and employ the structural, technical and logistical infrastructure available at the Institute (rooms, studios, cameras, sound systems, etc.), which prevents optimal utilization of this infrastructure, especially with regard to simultaneous interpretation.

The inefficiency of the educational platform and the electronic systems used in meeting the training needs of judges, including their inability to access the platform from outside the institute or courts.

| Threats | Opportunities |
|---|--|
| <p>The need for regional/international accreditation that allows the Institute to provide its services outside the Kingdom.</p> | <p>Service recipients' increased demands towards remote training programs and courses following the outbreak of the Covid pandemic, and the increase in demand for them.</p> |
| <p>The high competitiveness of regional and international institutes, which may limit the Institute's ability to attract targeted service recipients from outside Jordan.</p> | <p>Donors and funding agencies interest in supporting development and modernization projects at the Institute.</p> |
| <p>The quality of graduates of the Institute was affected by the decline in the quality of university education outcomes.</p> | <p>Concerned parties wishing to build institutional partnerships with the Institute to ensure the achievement of common strategic objectives.</p> |
| <p>The need for effective partnerships to achieve the objectives of the Institute efficiently and effectively.</p> | <p>The Judicial Institute within the European-Arab Network for Judicial Training (General Secretariat / Jordan).</p> |
| <p>The mechanism for appointing the employees of the Judicial Institute through the Civil Service Bureau.</p> | |



| Courts | |
|--|--|
| Weaknesses | Strengths |
| Many court buildings are not suitable for employees or service recipients; in terms of space, work environment, and health conditions. | A supportive political will, and the commitment of senior administrations in the justice sector to the processes of development, modernization and performance improvement. |
| A large percentage of court buildings are rented, and they do not meet the needs of the courts, and their design is unsuitable to the nature of court procedures and workflow. | Existence of a number of modern court buildings with good quality technical/ technological infrastructure. |
| The significant workload of judges and the supporting judicial bodies. | Adopting a number of development projects concerned with raising the efficiency and effectiveness of the institutional performance of the courts, the individual performance of judges, the performance of the supporting judicial bodies, and the supporting personnel. |
| Weak logistical support provided to judges. | |
| Limited numbers of specialized judges. | |
| Weakness of e-transformation applications, including: <ul style="list-style-type: none"> • Dealing with paper files for cases, the possibility of these files being lost or damaged, and the difficulty of accommodating and maintaining such a large volume of paper files. • Not officially adopting electronic signatures as legal signatures, which hinders the transition to electronic procedures in courts. | |
| The lack of foundations and studies for the workload in the light of which human resources are distributed, which prevents the optimal utilization of these resources and accumulated experiences. | |
| Overlap of administrative powers between “Administrative Manager “ and the “Head of Court”. | |





| Threats | Opportunities |
|--|--|
| <p>Low demand for digitalized services by service recipients.</p> | <p>Donors and funding agencies interest in supporting justice and judicial services development programs.</p> |
| <p>Limited financial allocations under capital projects as a result of the financial conditions of the State.</p> | <p>Recommendations of the Royal Committee for Developing the Judiciary and Enhancing the Rule of Law (the Royal Committee) that support the process of developing the working environment of the courts.</p> |
| <p>Circulars issued by the Prime ministry several years ago stipulating against purchasing furniture to control and rationalize expenditures, which in turn affected the infrastructure of the courts.</p> | |
| <p>Low level of expertise in candidates nominated by the Civil Service Bureau to fill vacancies, and this in turn is due to the general decline in the level of university graduates, and the failure of university outputs to meet the requirements and skills of the labor market.</p> | |



Harmonization of Legislation

| Weaknesses | Strengths |
|--|---|
| lack of legislative stability, and the frequent amendment of applicable laws and regulations. | The existence of specialized legislation (criminal, civil, etc.). |
| Amendments are based on limited specialized studies and statistical data. | The existence of personnel with notable experiences capable of identifying the necessary amendments to the applicable legislation. |
| Inconsistency between many legal texts and practice. | Good technological infrastructure (servers, an alternative computer center, etc.). |
| Weakness in the process of consultation and exchange of views with stakeholders with regards to the required legislative amendments. | |
| Threats | Opportunities |
| Weak application of the principle of comprehensive review of the legislation under amendment, and the impact of such amendments, if approved, on other relevant legislation, which could lead to inconsistencies in the existing legislative system. | Supportive political will (The 6th Discussion Paper, Royal Committee Recommendations). |
| Introducing amendments to some articles and legislative texts during parliamentary discussions, without considering the impact of these amendments on other legislation, or on other specific articles within the same legislation under discussion. | Recommendations of the Royal Committee for Developing the Judiciary and Enhancing the Rule of Law (the Royal Committee) that support the process of developing the working environment of the courts. |
| The limited availability of specialized legal references in the relevant authorities that deal with the amendment process. | |





Infrastructure

Weaknesses

The premises of many courts are unsuitable for employees or visitors with regards to space, work environment, and health conditions.

A large percentage of court buildings are rented, do not meet the needs of the courts, and their design does not correspond to the nature of court procedures and workflow.

Weak security measures.

The need to restructure the spaces and divisions of court buildings.

The need to review the jurisdiction of the courts.

Weak investment in owned buildings poor appropriation of the buildings in a manner that suits the requirements of electronic transformation, especially with regards to trials and remote hearing of witnesses.

Strengths

The existence of model Palaces of Justice in a number of governorates of the Kingdom with modern structural, and technical and logistical infrastructure.

Introducing technical means/technology in litigation procedures, and developing electronic services (automation) in a manner that contributes to reducing the number of court visitors.

Threats

Weak financial resources allocated in the state general budget, or in the budgets of Justice Sector Institutions.

The cost of the rented premises and the contractual term of the lease.

High cost of model construction of courts.

Opportunities

Infrastructure support projects for the justice sector.

Making use of the “Financial Lease” option.

Making use of lands owned by the State Treasury (allocation).



| Technology Infrastructure | |
|--|--|
| Weaknesses | Strengths |
| Lack of qualification of personnel in Technology. | Flexible electronic “Mizan System”. |
| Failure to make optimal use of the available technology, such as the electronic “Mizan System”, in decision-making. | Improved commitment amongst judges of the benefits of using technology and a decrease in resistance to change. |
| There is a shortage of human resources specialized in some technical aspects, such as: developing electronic services, developing smart applications and mobile phone services, developing and updating the electronic “Mizan System”. | Good technological infrastructure (servers, an alternative computer center, etc.). |





| Threats | Opportunities |
|---|--|
| <p>Inadequate financial resources allocated for the purpose of developing and modernizing the technical infrastructure.</p> | <p>Current legislation is supportive of the use of technology.</p> |
| <p>The introduction of additions and updates to the electronic “Mizan System” is done through a contractual contract with an external service provider (the developing company).</p> | <p>International projects, grants and funding.</p> |
| <p>The need to introduce legislative amendments that support and reinforce electronic transformation (such as legally acknowledging of electronic signatures).</p> | |
| <p>Resistance to change by some partners, including weak demand for, and lack of commitment, amongst lawyers, to using technology and benefiting from the advantages it provides.</p> | |
| <p>The speed of obsolescence of the technology used, the limited operational life of the devices and tools, and the need for continuous updating of the technical infrastructure to keep pace with the latest developments.</p> | |
| <p>Low demand for electronic services by service recipients.</p> | |
| <p>The lack of receptivity amongst partners from the technical point of view, which hinders the electronic inter-connection operations.</p> | |

Technology Infrastructure/Expertise System on Mizan

Strengths

An expertise system that provides for many expertise and specialties that contribute to improving the quality of judgments issued in cases related to these specialties.

Weaknesses

The inclusion of names of unlicensed experts in a number of fields such as real estate valuation, legal accounting, surveying and other specializations.

The expertise system does not include of names of specialists in many important and urgent areas such as: qualitative accounting, the civil service bylaw, the civil and military retirement bylaw, some diseases such as disqualifying diseases or illnesses, psychiatrists, plastic surgeons, and neurologists, etc.

Classification of experts according to the geographical jurisdiction of the governorates.

Automated selection of experts and the challenges arising from this process, such as:

- Selecting experts who lack knowledge and competent in the subject matter.
- Repeating the selection of the same expert for more in multiple cases.
- Choosing the same expert in various litigation phases in the same case.

Sometimes requesting an expert causes delay and prolongs the litigation period.

The inclusion of experts in the expertise system within general, non-detailed classifications, which sometimes makes it difficult to choose the right expert, for example:

- The need for expertise in the field of paint in particular, electricity or (body) in vehicle insurance cases.
- The need for medical expertise in a subspecialty such as forensic medicine, genetics, or other specialties.
- Variation of experiences within the specialization of lawyers between claims for compensation for damage and claims for compensation for bodily harm, bank claims, remuneration (with same pay) lawsuits, trademark claims, labor claims, real estate claims, medical malpractice claims... and other types of claims and actions.
- Variation of experiences within the field of real estate and surveying (real estate appraiser, surveyor, acquisition, etc.).

Threats

The negative impact on the quality of decisions if the expertise system remains at its current level.

Opportunities

Support, grants and funding programs concerned with developing the expertise system as it is an important resource for ensuring the accuracy of decisions and for strengthening the rule of law.



■ Annex (3)

The Strategic Assumptions on which the Justice Sector Strategy Was Built (2022-2026)

When devising the Justice Sector Strategy, and having completed the study, analysis and understanding of the internal and external environments, a set of strategic assumptions were identified that might impact the achievement of strategy objectives, and these assumptions were taken into consideration during the planning process for all the projects included in the strategy, as follows:

- ▶ **The rapid increase in the types of emerging crimes which required the strategy's focus on projects and programs such as:**
 - Developing legislation to keep pace with the increase in types of cases..
 - Continuous qualification and keeping pace with developments in the Judicial specializations.

- ▶ **The increasing demand for justice and judicial services, which required the adoption of programs and projects to manage the increase, such as:**
 - Allocating a pillar for the development and the rehabilitation of the structural infrastructure of the justice and judicial bodies to accommodate the increasing number of service recipients and stakeholders.
 - Provide Awareness and motivation to use alternative dispute resolutions such as (judicial mediation, arbitration, etc.) by judges or litigants, thus reducing the workload on the judicial system and courts.
 - Workload Studies aimed at consolidating and redistributing resources that eases the burden on judges.

- ▶ **The increased overcrowding and limited capacity of correction and rehabilitation centers that required a focus on special programs to increase the use of non-custodial measures such as community sanctions, by working closely with judges, partner institutions, and society in general.**

- ▶ **The acceleration in technological development that required the strategy to include:**
 - A sub-pillar that focuses on developing the technical/technological infrastructure and accounting for the latest developments.
 - Projects to develop legislation to support the use of technology such as activating electronic

signatures, electronic notifications, and other amendments that are considered necessary to proceed with electronic transformation programs in litigation procedures..

- ▶ **Internal and external stakeholders resisting change, such as the lack of demand for electronic services, the failure to resort to judicial mediation, or the lack of utilization of legal aid which required:**
 - Adopting a participatory approach in devising and developing the strategy.
 - include integrated projects in the strategy on change management.

- ▶ **The urgent need for remote work as a result of the COVID outbreak, as the strategy included many programs and projects that enhance the effectiveness of remote work, among which are:**
 - Projects to adopt and utilize the inter-connection between partners.
 - Projects to adopt and utilize remote trials.

- ▶ **The difficulty of social and economic conditions, especially with the outbreak of the Covid Pandemic, which required the inclusion of projects such as reinforcing legal aid in the strategy.**

- ▶ **Fastmoving local, regional and global changes, which required directing the strategy to focus on issues such as conducting long term legislative impact studies prior to developing and amending various legislations.**

- ▶ **Limited capabilities and available financial resources, which affects the comprehensive implementation of the strategy's projects and prevents the achievement of its objectives, which required a focus on strategies such as:**
 - A direction towards the optimal use of grants, donor aid and external funding for programs and projects.
 - The project planning process included stages to examine the needs and assess the existing situation to develop practical recommendations for implementation that ensures the utilization of available resources, and the integration within the existing systems and the planned upgrades.
 - Planning projects in a comprehensively that ensures the reduction of waste and the optimal use of resources. Examples include directing the strategy towards planning and building expansion projects in parallel with electronic transformation projects.

- ▶ **Lack of accurate analytical studies based on measuring performance in the justice sector, which required the inclusion of projects to develop and strengthen monitoring and evaluation and accountability processes.**



- ▶ **The weakness of the institutional infrastructure within the Justice Sector**, as the strategy included programs for:
 - Restructuring the Justice Sector and judicial institutions and agencies operating within.
 - Ending overlap in powers and ensuring delegation.
 - Promoting the development and implementation of succession and replacement plans

- ▶ **The need to enhance compatibility across different legislations**, which required the strategy to propose projects examining the impact of legislation before starting to amend or develop new legislation to ensure amendments and/or developments do not conflict or overlap with other legislation.

