# Jordan
## 2015 Country Summary

## Country Recommendations

Procurement and Personnel are Jordan's lowest corruption risk areas and the country ranked top in the MENA region for these indicators.  Overall, Jordan's GI ranking in Band E places it in the second highest risk category for corruption in the defence and security sector. Jordan's highest risk area is Operations, followed by Finance. It is placed second in the region for Political risks. To reduce corruption risk and continue to build integrity, security sector reforms are urgently needed across the following areas:

**Increased transparency and scrutiny in procurement and budgeting**
- Jordan has made major advances in procurement transparency through its e-procurement initiative, which includes the publication of tenders. This is an example of best practice in the region and could be expanded to allow for transparent and competitive procurement of all non-confidential defence tenders. Our research indicates that increased competition in defence procurement saves significant costs and increases the quality of equipment procured.
- In recent years a stronger more independent Finance Committee has been active in Parliament. In 2014, the defence budget was discussed through consultation between the Finance Committee and the government. Both are positive developments and the government could continue to build on this progress. While Jordan is one of only two countries in the MENA region to actually publish a defence budget, it provides only highly aggregate figures. In the future these figures could include more detailed information on expenditure to allow for effective civilian and parliamentary oversight, which will help ensure that the budget is spent on arms and equipment that actually meet Jordan's strategic needs.
- There is some evidence that the Audit Bureau conducts risks assessments and external auditing. These reports however lack detail; further training and funding for these units will enable future audit to be conducted with a greater degree of transparency and independence.

**Engagement with the Public**
- The Jordanian government completed a government review of the 2015 GI research, which shows a willingness to open a dialogue with an international NGO on defence corruption issues. The government could continue this positive momentum through Building Integrity Officer Training Courses, holding regular media briefings, and encouraging further civil society engagement. The Jordanian MOD could also allow more space in which civil society is able to assist in formulating policies to enhance transparency and build integrity in the defence sector. This would send a strong

signal that the defence sector is there to defend the state and serve the needs of the general population.

# Scorecard

| Political | Defence & Security Policy | Legislative Scrutiny | 0 |
|---|---|---|---|
| | | Defence Committee | 0 |
| | | Defence Policy Debated | 1 |
| | | CSO Engagement | 2 |
| | | International AC Instruments | 2 |
| | | Public Debate | 1 |
| | | AC Policy | 1 |
| | | AC Institutions | 1 |
| | | Public Trust | 1 |
| | | Risk Assessments | 1 |
| | Defence budgets | Acquisition Planning | 1 |
| | | Budget Transparency & Detail | 2 |
| | | Budget Scrutiny | 1 |
| | | Budget Publicly Available | 2 |
| | | Defence Income | 1 |
| | | Internal Audit | 1 |
| | | External Audit | 2 |
| | Other Political Areas | Natural Resources | 1 |
| | | Organised Crime Links | 1 |
| | | Organised Crime Policing | 1 |
| | | Intelligence Services Oversight | 1 |
| | | Intelligence Services Recruitment | 1 |
| | | Export Controls | 0 |
| Finance | Asset Disposals | Asset Disposal Controls | 2 |
| | | Asset Disposal Scrutiny | 0 |
| | Secret Budgets | Percentage Secret Spending | 0 |
| | | Legislative Access to Information | 0 |
| | | Secret Program Auditing | 0 |
| | | Off-budget Spending in Law | 1 |
| | | Off-budget Spending in Practice | 0 |
| | | Information Classification | 2 |
| | Links to Business | Mil. Owned Businesses Exist | 1 |
| | | Mil. Owned Business Scrutiny | 1 |
| | | Unauthorised Private Enterprise | 2 |
| Personnel | Leadership | Public Commitment | 2 |
| | | Measures for Corrupt Personnel | 2 |
| | | Whistleblowing | 1 |
| | | Special Attention to Sensitive Personnel | 2 |
| | Payroll and Recruitment | Numbers of Personnel Known | 2 |
| | | Pay Rates Openly Published | 3 |
| | | Well-established Payment System | 3 |
| | | Objective Appointments | 1 |
| | | Objective Promotions | 2 |

| | Conscription | Bribery to Avoid Compulsory Conscription | |
|---|---|---|---|
| | | Bribery for Preferred Postings | |
| | Salary Chain | Ghost Soldiers | 3 |
| | | Chains of Command and Payment | 3 |
| | Values, Standards, Other | Code of Conduct Coverage | 2 |
| | | Code of Conduct Breaches Addressed | 2 |
| | | AC Training | 2 |
| | | Prosecution Outcomes Transparent | 2 |
| | | Facilitation Payments | 2 |
| Operations | Controls in the Field | Military Doctrine | 0 |
| | | Operational Training | 2 |
| | | AC Monitoring | 1 |
| | | Controls on Contracting | 0 |
| | | Private Military Contractors | 0 |
| Procurement | Government Policy | Legislation | 1 |
| | | Transparent Procurement Cycle | 1 |
| | | Oversight Mechanisms | 2 |
| | | Purchases Disclosed | 2 |
| | | Standards Expected of Companies | 2 |
| | Capability Gap | Strategy Drives Requirements | 1 |
| | | Requirements Quantified | 1 |
| | Tendering | Open Competition v. Single-Sourcing | 2 |
| | | Tender Board Controls | 2 |
| | | Anti-Collusion Controls | 1 |
| | Contract Delivery / Support | Procurement Staff Training | 1 |
| | | Complaint Mechanisms for Firms | 2 |
| | | Sanctions for Corruption | 2 |
| | Offsets | Due Diligence | 0 |
| | | Transparency | 1 |
| | | Competition Regulation | 0 |
| | Other | Controls of Agents | 3 |
| | | Transparency of Financing Packages | 0 |
| | | Subsidiaries / Sub-Contractors | 0 |
| | | Political Influence | 2 |