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**RESEARCH ARTICLE**

## **Analysis of Performance Measurement Indicators in Juvenile Care and Rehabilitation Homes in Jordan: A Study on Social Care Homes and Correctional Institutions**

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**ABSTRACT**

Performance indicators in youth protection and rehabilitation centres in Jordan indicate an emphasis on community centers and correctional facilities. The study aims to analyze the application of these indicators and how effective they are in achieving the goals of youth rehabilitation and integrating them into society. The study explores the challenges and opportunities that exist within these institutions, and children's law indicates the Jordanian law, which was issued no. 32 from 2014 and the status of the law is reviewed and updated with all changes until 2024. One of the most noticeable things in this law is the increase in the criminal responsibility of young people from 7 years to 12 years and their focus on establishing a legal system that specializes in juvenile cases and the role of the juvenile police in handling juvenile cases. Complementary justice, non-custodial measures, the need to adjudicate criminal cases within three months and criminal cases within six months, and provide aftercare for released juveniles.

**KEYWORDS**

Social care, juvenile rehabilitation, correctional institutions, performance measurement, care centers, indicators, juvenile care.

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### **1. Introduction**

Juvenile care and rehabilitation centers play a pivotal role in providing support and guidance to young people facing legal challenges in Jordan. Therefore, these institutions are considered an essential part of the social welfare system because they provide care, education, and rehabilitation to juveniles within an environment that aims to prepare them to return to society. (Hajj, 2022) Therefore, the success of these institutions depends largely on achieving their goals in order to apply effective performance measurement indicators that are crucial tools in assessing the quality of services in order to ensure the achievement of the goals of rehabilitating juveniles and preparing them for a successful and stable life after the period of detention.

However, the degree of performance indicators in juvenile care and rehabilitation centers regarding the problem of juvenile delinquency varies between countries, but there is a global agreement on the need to pay attention to this problem and find appropriate solutions in order to eliminate it and reduce the percentage of its presence in societies, because the factors of juvenile delinquency are multiple and intertwined between personal and environmental factors, and these factors play an important role in building the personality of the juvenile and on them his behavior depends entirely, so the gaps that may exist in any factor among the factors of building the emotional juvenile will necessitate unacceptable social behavior.

Therefore, abnormal behavior arises due to the juvenile facing problems in psychological and social development, so that the juvenile during adolescence is rebellious against authority and socially unadapted to others, so he tries to prove himself through non-conformist behaviors such as aggression, lying, theft, etc. Therefore, there are many factors that make juveniles feel psychologically alienated from their society, so they grow up hostile to it, rejecting all its implications. And this deserves rebellion

in their view, and trying to take revenge on it when they are detained in a correctional care home, they have less contact with society, and this increases their feeling of alienation and indifference and causes isolation and a lower level of societal standards for them more compared to their peers in society (Hajj, 2022), and they work on research in the field of juvenile delinquency, which is fraught with difficulties, and this is due to a group of reasons, the most important of which is the cultural difference between societies, and the standards for dealing with juvenile delinquents and those exposed to delinquency vary between legal and social bodies, which increase juvenile delinquency if appropriate programs are not provided to address the deficiency in preparing the juvenile.

Concerns are growing about the effectiveness of these institutions, highlighting the urgent need for continuous and accurate evaluation according to their performance. The aim of this research is to explore and evaluate the application of performance measurement indicators in juvenile care and rehabilitation centers in Jordan, with a focus on social care homes and correctional institutions, by analyzing these indicators and determining their impact on the quality of care provided in order to contribute to improving policies and practices related to juvenile rehabilitation in Jordan.

Juvenile care and rehabilitation centers in Jordan seek to provide care, reform, and rehabilitation programs that aim to develop their psychological and social aspects through the Ministry of Social Development, which is responsible for reforming and rehabilitating juvenile delinquents in cooperation with a number of government agencies such as the Ministry of Health, the Fatwa Department and the Ministry of Education, to implement reform and rehabilitation programs that contribute to developing the juvenile's personality technically, (Al-Shenikat, 2014) technologically, religiously, scientifically and practically by helping them rehabilitate themselves psychologically, socially and religiously and encouraging them to do work that increases their social skills. Those in charge of juvenile reform also work to strengthen the juvenile's relationship with his parents as a social aspect that must be given attention in order for juvenile delinquents to receive psychological and social care through dialogue sessions that contribute to developing the psychological and social aspects of juveniles.

## **2. Literature Review**

Performance measurement indicators depend on the efforts made by the relevant authorities in the reform and rehabilitation programs, and these are for the purpose of preparing and rehabilitating juveniles in Jordan within their natural environment. The literature review states that this field indicates a scarcity of studies that address the nature of the programs provided and the authorities responsible for them. (Al-Shenikat, 2014), despite this, the concept of performance measurement in the context of juvenile care and rehabilitation stipulates within the theories and practices of public administration and social work that indicates performance measurement in the systematic process of collecting and analyzing data in evaluating the efficiency and effectiveness of the services provided by correctional institutions within the context of juvenile care centers, which may include these indicators in measures related to juveniles, the quality of educational and rehabilitation programs, rates of recidivism, and the efficiency of the general management of institutions.

The importance of performance measurement in achieving accountability and transparency within correctional institutions indicates that it contributes to making informed decisions in allocating and improving resources and enhancing the quality of service delivery. In the field of juvenile care, performance indicators are essential to monitor the progress of rehabilitation programs and ensure that the special needs of juveniles are met. (Gharaibeh, 2014) However, a review of the literature indicates that there are major challenges in implementing performance measurement systems in juvenile care centers, such as the absence of unified indicators, the difficulty of collecting accurate and reliable data, and resistance to change by employees and management in Jordan, because these challenges are compounded by the social stigma associated with juvenile delinquency, which limits public awareness of the role of rehabilitation centers.

### **2.1 History and origin of social care homes and correctional institutions in Jordan**

To create a social infrastructure that supports vulnerable and marginalized groups in society, including youth, these institutions began operating as charitable centres focusing on providing shelter, education, health care, and social or legal care for children and adolescents suffering from social or legal problems. As national laws and legislation evolved, these centers became public institutions run by the government and operating according to more organized standards. (Al-Shenikat, 2014) This transformation included adopting laws that protect the rights of youth and provide them with necessary support for rehabilitation and social integration.

The emergence of social care homes and correctional institutions in Jordan is again voluntary through charitable associations, which were established in the period 1912-1935 by the Ottoman Associations Law. For reasons of social solidarity, after the establishment of the state in the first half of the second decade of the 1920s, many charities were registered under the Jordanian Societies Act of 1936 with the Prime Minister and gradually began to transform into public institutions run by the government and operating according to more orderly standards. This transformation included the adoption of laws that protect the rights of young

people and provide them with the necessary support for rehabilitation and social integration. With the Prime Minister of Jordan, independence was achieved in 1946. In 1948, a special department of social affairs was established in the Ministry of the Interior. In response to the phenomenon of migration and its effects, the Ministry of Social Affairs was transferred from the Ministry of the Interior to the Ministry of Health in 1951 and elevated to a department that was then called the Ministry of Social Affairs. Its role was to limit migration from rural areas to cities, deal with juvenile delinquents and provide assistance to the poor, especially in 1956, were issued by the Ministry of Social Affairs and Labor no. 14 from 1956 and art. In three of them, the objectives of the Ministry of Social Affairs and Labor were stipulated, which are to provide comprehensive social security and production efficiency, to coordinate social services for all citizens at all stages of life, and to regulate their investment. (Jordanian Juvenile Law until 2024)

After the mid-twentieth century, with the establishment of the Ministry of Social Affairs and Employment in 1956. This ministry had the objective of organizing and supporting social work and assisting those who needed it. Through this Ministry, a Department of Social Affairs was established, which dealt with family care, assistance, and the organization of civil society activities. In 1963, the Department of Social Services expanded to include several departments, including Behavioral Control, Juvenile Welfare, and Rehabilitation Affairs. Civic activities and funding and relief. The ministry continued to develop these departments to meet the growing needs of the community. In 1965, the Ministry of Social Affairs and Employment witnessed another development by adding the Social Welfare Institute to the organization, to train social workers and skills those to work in various areas of care. Several important laws were issued in the 1960s and 1970s to regulate social work in Jordan. In 1966, law no. 33 on non-governmental organizations and institutions, and in 1968, the Youth Act No. The Ministry of Social Affairs and Employment underwent major changes that led to its organization being in line with social and economic development in the Kingdom. (Jordanian Juvenile Law until 2024)

In 2005, the ministry underwent a reorganization that led to the creation of a new headquarters aimed at improving and developing organizational change. In 1975, the name of the ministry was changed to the Ministry of Social Affairs and Employment. Development was then separated from the Labor Agency in 1979, which led to the creation of an independent ministry under the name of the Ministry of Social Affairs, which it undertook. Since 2008, the Ministry has worked on strategic plans aimed at improving the quality of life of individuals and promoting sustainable development. These programs included a clear vision of creating a safe community that supports families and provides high-quality social services.

## ***2.2 Structure and management of social care homes and correctional institutions in Jordan***

The structure of social roles and correctional institutions in Jordan consists of an organization that is considered part of a comprehensive system that aims to provide a safe and supportive environment for children in need of residential care. ( Al-Anzi, 2019 )This system is based on clear legislation and laws that aim to protect children's rights and provide them with the necessary support where family support is not available. The 2009 Care Home Licensing and Management System is the cornerstone of this system, as the process of licensing and managing care homes is organized, among other things, to ensure the best services for children. This is done by strengthening a group of administrative units that work together to ensure effective services, which are subject to the supervision of the Ministry of Social Affairs, which works to formulate policies and programs aimed at supporting and caring for youth, which include administrative structures at different administrative levels from managers to supervisors and employees because the organization of work within these institutions is based on a hierarchical system that ensures directing human and material resources to achieve the desired goals.

The legal and regulatory framework for nursing homes. (Al-Shakhanbeh, 2014) The legal system determines the basis on which the establishment and management of residential homes is based. Subject to the laws of the Ministry of Social Affairs, which aims to ensure comprehensive care for children who need support and a safe environment. This system includes a clear definition of basic terms such as the ministry, the steering group & the relevant institution, which contributes to the unification of understanding of all parties involved.

Article 3 emphasizes the fundamental goals of children's residential homes, where these homes work to create a healthy family environment that enhances the social and emotional development of children of families of origin whenever possible and ensures that children receive their rights by national laws and ratified international agreements, especially the Convention on the Rights of the Child.

Care homes are classified into several types under Article 5 of the system, including temporary homes, family homes, youth homes, therapeutic homes, and homes for disabled children. ( Al-Anzi, 2019 )This classification allows specialized care to be provided to suit the different needs of children, whether they need temporary care or are dealing with cases of violence or disability. The requirement of a licensing system for children's residential homes is that numerous conditions are met, including that there are conditions for public health & safety, that the number of employees is in proportion to the number of children, and that the

building meets the care requirements according to the target age group. A license application is submitted to Vetvangsstofnun for investigation and the license is issued by the decision of the minister for renewal annually. The management of nursing homes includes the formation of a case committee in each home under the leadership of the home manager and social and psychologists. The committee is tasked with evaluating the services and programs provided to children and directing decisions to accept them or return them to their original or other families under what is in the child's best interests. There are general & special conditions for receiving children in nursing homes dealing with orphans, those suffering from family breakdowns, or cases of violence and abuse. These conditions require the necessary medical and psychological examinations to be carried out for children and their condition to be assessed regularly to ensure that they receive appropriate care. Children in nursing homes are divided into certain age groups, taking into account their developmental and psychological needs. Nursing homes also offer education and training programs aimed at empowering children and youth to achieve financial independence and self-reliance. Finally, the Ministry of Social Affairs appoints a steering group for children's residential homes, which includes representatives of the relevant ministries & institutions. This committee aims to monitor the implementation of programs & ensure compliance with agreed conditions & standards, which contributes to improving the quality of care provided to children.

### **2.3. Jordanian Juvenile Law**

The Jordanian Juvenile Law No. 32 of 2014 is considered one of the basic legislations that determine how to deal with persons who have not reached the age of eighteen in the Hashemite Kingdom of Jordan. This law aims to protect the rights of juveniles and provide an appropriate environment for their reform and rehabilitation. Its provisions include detailed information on all legal and administrative procedures related to juveniles. The law aims primarily to protect juveniles and guide them toward reform while ensuring that their best interests are served at all stages of investigation, trial, and execution of judgments. The law prohibits the prosecution of juveniles who have not reached the age of twelve and prohibits sentencing them to death or hard labour, which reflects the concern for children and human rights, especially since the law stipulates in its first article that this law shall be called the Juvenile Law of 2014, and shall enter into force sixty days after its publication in the Official Gazette. ( Ministry of Social Development, 2023)

As for Article 2, the basic definitions used in the law were mentioned. The definition of the Ministry refers to the Ministry of Social Affairs, while the Minister is the Minister of Social Affairs. An adolescent is defined as someone who has not yet reached the age of eighteen, with a division into categories: adolescent, someone who has reached the age of twelve but has not reached the age of fifteen, and a boy who has reached the age of fifteen but has not yet reached the age of eighteen. As for the guardian, he is the one who takes care of the minor instead of his guardian, according to the current law. The definitions also identified the agency as an organizational unit in the ministry concerned with juvenile affairs, the juvenile police as a special department in the Public Safety Authority, and the monitoring officer as an employee in the ministry responsible for monitoring the behaviour of juveniles. The definitions also included the Youth Education House as an educational and rehabilitation house for detained youth, the Youth Rehabilitation House as a detention house for convicted youth, and the Youth House as a shelter for youth in need of protection or care. The court is known as the Juvenile Court. This classification helps determine the appropriate procedure for each age group within the framework of the law, as Article Three stipulates the establishment of a police officer specializing in youth affairs in the National Security Agency and also stipulates the establishment of educational, rehabilitation, and care homes for youth by a decision from the Minister.

Article 4 stipulates that the interests of juveniles shall be taken into account when applying this law. It also prohibits the detention of a teenager or the use of force except in the case of rebellion or necessary violence. The competent authorities are obligated to care for and educate the teenager, and his name or photo may not be published. Article 5 stipulates the necessity of separating juveniles from adults during investigations and trials and separating them according to the degree of danger posed by each of them. In Article 6, the civil status is considered evidence of the teenager's date of birth, and if there is any doubt about the teenager's registration, he shall be referred to the medical council to determine his age. In Article 7, the Judicial Council is supposed to appoint a public prosecutor to deal with juvenile cases. Article 8 stipulates that a teenager may not be arrested or detained in an educational, rehabilitation, or care home except by judicial order.

Article 9 stipulates that if a juvenile is arrested for a misdemeanour, he must be released on bail or personal guarantee. A juvenile accused of a felony may be released on bail by the prosecution or the court. Detention may be renewed once. A juvenile accused of a misdemeanour or felony may not be kept in a juvenile center for more than ten days. Article 10 stipulates the establishment of a behavioural monitoring office in every court, one of whose employees must be an expert in psychology or sociology. Article 11 stipulates that the monitoring officer must submit a detailed report on the juvenile's conditions to the public prosecution and then submit reports to the courts when necessary. Article 12 specifies the body to which a complaint may be submitted, i.e., the juvenile police or the nearest police station. The complaint may be submitted by the juvenile himself, his parents, his guardian, his trustee, or the person supervising him. Article 13 stipulates that the juvenile police shall resolve disputes in violations and misdemeanours whose penalty does not exceed two years. Article 14 stipulates that dispute resolution procedures are confidential

and may not be resorted to before any court. The juvenile may not be arrested during mediation, and the disputing parties have the right to request that the case be referred to the courts if mediation does not yield a satisfactory result. Article 15 stipulates that the trial of juveniles in juvenile courts shall be limited to juveniles, and the judges shall be experienced. Juvenile courts and juvenile courts shall be established in each state as needed. Article 16 clearly states that if a juvenile is involved in a crime with an adult, they shall be separated by the decision of the state prosecutor, and a special file shall be organized for juveniles to be tried in the juvenile court.

Article 17 stipulates that the trial shall be held on camera, and only the observer, the juvenile's lawyer, his parents, guardian, trustee or custodian, and whoever the court decides to attend may attend. Under Article 18, the court must consider the juvenile's best interests based on the observer's report and the evidence presented. Article 19 allows the courts to hold trials on weekends, official holidays and in the evening if the juvenile's best interests so require. Article 20 stipulates that the court shall decide misdemeanour cases within three months and felony cases within six months from the date of their receipt, except in cases where the decision is based on a medical report or testimony. Article 21 stipulates that a lawyer shall be appointed for the juvenile in criminal cases if he does not have a lawyer or is unable to appoint a lawyer, and his fees shall be paid from the treasury. Article 22 stipulates that a juvenile may not be tried except in the presence of one of his parents, guardian, trustee or custodian, or the enforcement officer and his lawyer. The court must understand the juvenile in clear language. The court must record the juvenile's confession and hear his testimony. Article 23 allows the court to order the return of funds and confiscation when deciding the case. According to Article 24, the court can take non-custodial measures, such as non-custodial orders, handing him over to his family or guardian, public service, vocational training, requiring him to perform certain duties, enrolling him in a rehabilitation program or judicial supervision. The duration of judicial review activities and reports of the probation officer must be specified. In Article 25, it is stated that the court can change or cancel treatment based on the report of the inspector if the juvenile lives in special circumstances.

Article 26 stipulates that the court shall consider all other measures that may be useful in reforming and rehabilitating juveniles. Article 27 stipulates that a juvenile may not be punished with imprisonment unless other measures are ineffective and that penalties must be proportionate to the crime. Article 28 refers to the need to conduct a periodic assessment of the health and psychological state of juveniles, and the court may take this assessment into account when issuing sentences. Article 29 stipulates that juveniles who commit crimes shall be punished in an unconventional manner aimed at reform and rehabilitation rather than custodial sentences and that penalties must be in the interests of juveniles. Article 30 specifies the conditions and controls for implementing penalties and stresses that the implementation of penalties must be carried out in a manner that ensures the achievement of the objectives of improvement and rehabilitation. Article 31 stipulates that the convicted juvenile may appeal the sentence issued against him before the Supreme Court under the applicable law. Article 32 stipulates that the ruling issued in juvenile cases may be published if the interest of the youth so requires, but in a manner that preserves the youth's privacy. Article 33 affirms the right of youth to appropriate education and training, and the competent authorities must provide the necessary opportunities for this. Article 34 stipulates that the authorities responsible for implementing the rulings must be competent and have the necessary experience in dealing with young people. Article 35 stipulates how complaints and appeals may be submitted by young people or their representatives, whereby the young person or his representative may submit a complaint to a competent court regarding any procedure related to them to ensure that they obtain their rights and protect them from being infringed upon.

Under Article 36, it is stipulated that juveniles shall be exempted from the sanctions provided for by other laws if appropriate reform and rehabilitation measures are applied, and sanctions shall be in the interests of the youth. Article 37 states that punishments imposed on young people must be applied in such a way that they do not have a negative impact on their psychological and social development and that appropriate support and guidance must be provided to achieve the best results. In Article 38, conditions are specified for the establishment and development of educational and rehabilitation homes for teenagers, and it is clear that a suitable and suitable environment for education and rehabilitation, including education, health, and psychological services, must be ensured. Article 39 stipulates that a committee of experts in the psychological, social, and educational fields will be appointed to provide advice and suggestions on how to improve the youth system and provide them with the necessary support. Article 40 requires that the government and relevant ministries cooperate to ensure the effective implementation of this law by allocating the necessary resources and training workers in the field of youth. Article 41 authorizes the competent authorities to issue the necessary regulations and instructions to enforce the provisions of this law to ensure their compatibility with developments and changes in society. Article 42 specifies that this law applies to all youth within the Hashemite Kingdom of Jordan, including non-Jordanian youth living in the Kingdom, and emphasizes ensuring their rights in accordance with human rights principles. Article 43 indicates that other articles of law that conflict with this Act are repealed, including all older laws or laws relating to young people. In Article 44, it is clear that the provisions of this law may be changed according to new laws enacted by the legislature and they must be implemented by the arrangements specified in the law. Article 45 emphasizes that provisions and procedures for juvenile matters must take into account the special circumstances of each young person, guarantee their rights, and provide appropriate opportunities for their reintegration into society. Article 46 stipulates that the competent

authorities must monitor the implementation of the provisions of this law and submit regular reports to the Legislative Council on the effectiveness of the system and reforms in youth matters. Article 47 emphasizes the importance of promoting awareness and training programs for individuals and organizations concerned with youth, to ensure understanding and understanding of the provisions of this law and how to apply them correctly. Finally, Article 48 guarantees that this law covers all cases concerning young people that arise after the entry into force of the law, taking into account the current situation of young people who were in proceedings before the entry into force of this law. ( Masouda, 2017)

#### **2.4. Challenges facing juvenile care and rehabilitation centers in Jordan**

Adolescent care and rehabilitation centers in Jordan face many challenges that affect their success in rehabilitating youth and effectively integrating them into society. These homes are an essential part of the justice and prevention system in the country, where they receive about 3,000 young people every year and work to provide them with care and rehabilitation after judgments are passed on them. It faces challenges within the infrastructure and resources that make up the infrastructure of youth and rehabilitation homes as one of the most prominent challenges. Reports indicate that there is an urgent need to improve the facilities of these households, including improving sleeping conditions, providing sufficient food, and strengthening counselling programs. Current conditions in some homes may be inappropriate for the needs of young people, which hurts the quality of care provided. Within the treatment and rehabilitation programs, it is stated that the Ministry of Social Affairs strives to strengthen treatment programs to rehabilitate young people and reintegrate them into society. However, these programs require increased efforts and additional resources to ensure their effectiveness. This includes various educational and training programs, as well as sports and youth activities that contribute to developing the skills of young people and positively directing their energies. In terms of legal and psychological awareness, legal and psychological assistance to young people is one of the most important aspects that must be emphasized. This requires ensuring the provision of appropriate legal advice and activating awareness programs that help young people understand their rights and procedures. Emphasis must also be placed on providing psychological support that helps them overcome the psychological difficulties that may result from their stay in nursing homes. With the participation of civil society, the board of the home works to activate extracurricular activities and increase the number of volunteers from civil organizations. This indicates the important role of the community in supporting the rehabilitation and integration process. There is a need to strengthen cooperation with civil society and increase the number of volunteers to increase the range of benefits that young people receive: the Youth Act requires the use of non-custodial measures and community services, which require speeding up procedures and developing youth skills through training programs. Achieving this goal requires a concerted effort between various parties to provide appropriate programming and effective training to young youth. ( Azzia, 2018 ) The follow-up of educational and extra-curricular activities with the minister's emphasis on the need to follow up on school education for teenagers and to promote studies and activities intended for them. This requires providing a stimulating and supportive educational environment, as well as organizing extracurricular activities aimed at enhancing their skills and encouraging them to engage positively. In general, the challenges facing youth nursing and rehabilitation homes in Jordan are a major obstacle to achieving the desired goals of these homes. Addressing these challenges requires further investment in infrastructure, strengthening of treatment and rehabilitation programs, and mobilizing cooperation with civil society, as well as ensuring appropriate legal and psychological support for young people. By addressing these issues comprehensively, the effectiveness of youth and rehabilitation homes can be improved, and positive results can be achieved in their reintegration into society. ( Juvenile Care Homes Receive, 2018)

#### **2.5 Effectiveness of rehabilitation and social integration of juveniles in Jordan**

The performance of social service agencies in the rehabilitation of youth in Jordan varies according to several factors, including the quality of management, the availability of resources, and the level of training staff receive. Research shows that institutions that apply international standards and invest in staff training achieve better results in the rehabilitation and integration of young people into society. However, there is an urgent need to standardize all institutions to ensure that equal care and rehabilitation are provided.

The success of rehabilitation and social integration of youth in Jordan is an important issue that largely depends on the quality of programs provided and the level of commitment of institutions to implement them. The relevant ministry strives to offer comprehensive rehabilitation programs aimed at achieving high levels of success in reintegrating young people into society. The success of these programs is measured by monitoring the development of young people after they leave foster care, assessing the extent of their compliance with the law, and their positive participation in society. The organization works to protect young people who break the law from the social problems that led them to break the law. This organization provides a safe environment that provides integrated services for the rehabilitation of young people and their integration into society. It also strives to support families who experience gender-based violence and work to protect victims of human trafficking crimes. The organization also focuses on providing support to women victims of violence by preparing and implementing aftercare and independent living. ( Ministry of Social Development, Law, 2024)

The agency is responsible for youth education and rehabilitation homes by supervising youth education and rehabilitation homes and monitoring the quality of the services provided there. The department works to develop legislation in the field of care and rehabilitation of young people and to create a solid environment for their care by offering integrated programs that include psychological, pedagogical, educational, social, and rehabilitation aspects. It also oversees the implementation of extracurricular activities and vocational rehabilitation programs and oversees the provision of legal aid to youth and the development of aftercare services. Attention is paid to protection against domestic violence and victims of human trafficking. She is responsible for the quality of services in the Family Reconciliation Center and the Home for women at risk and victims of human trafficking. The department oversees the creation of case studies and the provision of integrated services for the care of girls and women, including shelter assistance and basic services. It is also involved in designing programs to empower abused women socially, legally, and healthily and works to coordinate psychological and social support for affected families ( Azzia, 2018 ). The Interest in Social Services Department technically supervises the work of social workers in correctional and rehabilitation centres connected to the Public Welfare Agency. The department is tasked with preparing individualized community studies for the centre's residents and following up on the services provided to them, as well as organizing awareness lectures and facilitating communication between service recipients and their families. The interest in department against child labour participates in the preparation of research and scientific research related to child labour and supervises the implementation of the activities that are within the national framework against child labour. The department compiles reports on child labour and participates in the implementation of the National Plan for Combating Child Labor. Youth Behavior Supervision and Aftercare is responsible for overseeing behaviour supervision with various relevant authorities and overseeing the implementation of aftercare. The department oversees the implementation of noncustodial resources and makes recommendations for the development and evaluation of aftercare programs.

The success of rehabilitation and social integration of young people depends on improving the quality of programs and care provided and strengthening cooperation between the various stakeholders. By strengthening infrastructure, developing treatment plans, and providing legal and psychological support, positive results can be achieved in the rehabilitation of young people and their reintegration into society.

### ***2.6 Cooperation between governmental and non-governmental institutions in caring for juveniles***

Cooperation between government agencies and non-governmental organizations plays an important role in increasing the quality of services provided to young people in Jordan. Non-governmental organizations contribute to providing technical and material support, developing specialized rehabilitation programs, and implementing projects aimed at improving the quality of life of young people. ( Child Rights Committee, 2003 ) Cooperation between government agencies and non-governmental organizations is an important factor in increasing the quality of services provided to young people in Jordan. This collaboration plays an important role in improving the quality of life of young people by providing technical and material support, developing specialized rehabilitation programs, and implementing projects aimed at achieving the well-being of children and young people. This partnership also helps to address the shortcomings that government agencies suffer from, such as a lack of resources and specialized staff, and allows them to benefit from international expertise and best practices in the field of youth care and rehabilitation.

Based on the United Nations Convention on the Rights of the Child, from the Committee on the Rights of the Child, among the reports submitted by the Member States in accordance with Article 44 of the Convention to the Member States due in 2003, including Jordan, among the rights and needs of children on the international development agenda, and stated that by ratifying the Convention on the Rights of the Child, it confirms its commitment to allocate resources, draw up plans aimed at improving the situation and well-being. Children harmonize their national legislation with the provisions of the Convention and submit regular reports on the implementation of these obligations. ( Child Rights Committee, 2003 ). The Government of the Hashemite State of Jordan submits to the Committee on the Rights of the Child, in accordance with Article 44. of the Convention on the Rights of the Child, its third periodic report for the period in force between 1998 and 2005, which contains all the information relating to all the measures and procedures it has taken, including changes made to national laws and policies, plans and programs which are developed during the execution of the contract.

In relation to promoting the rights and protection of children, Jordan established the National Council for Family Affairs in the second half of 2001 under Law no. 27 of 2001. The Council is chaired by Her Majesty Queen Rania Al Abdullah and is represented by ministries, public and non-governmental organizations, as well as figures with experience in this field. The council aims to enhance the status of the Jordanian family and its role in society and enable it to preserve the nation's valuable and cultural heritage in accordance with economic, social, and cultural changes in Jordan.

Government agencies and non-governmental organizations have also introduced numerous programs to assist groups of children with special needs, such as children in conflict with the law, children with disabilities, children deprived of family care, and working

children. These programs aim to provide the necessary support and assistance to improve the conditions of these children and meet their special needs.

A successful partnership between government agencies and non-governmental organizations is the Family Protection Project, which was implemented in cooperation between the Jordanian government and the British government through the British Council in Amman between 2000 and 2003. The project aims to increase the effectiveness of organizations working in the fields of domestic violence and child abuse, which involve a wide range of public and non-public bodies, including the Ministry of Social Affairs, the Public Security Agency, the Judicial Council, the Ministry of Health, and others.

The Family Protection Project achieved remarkable success as it was honored by the United Nations with the project management winning the United Nations Human Rights Award in 2003, an award given every five years to organizations working in the field of human rights. ( Child Rights Committee, 2003 ) The project is one of the organizations of the Family Council and includes a national team that represents a number of ministries and institutions concerned with the issue of domestic violence, which reflects the success of cooperation between different institutions.

The cooperation between government institutions and non-governmental organizations and their combined efforts in the field of promoting and protecting children's rights and child care accelerated the achievement of many of the goals of the agreement, as well as those factors enjoyed by Jordanian society that helped it achieve most of the goals of the decade by the end of the decade, which include, most importantly, the concentration of the highest political will and a clear political commitment to children's rights on the part of governments in Jordan, and the translation of this commitment into many practical steps in recent years, as well as advanced infrastructure that helped deliver services and educational messages about children in all counties of the kingdom, which positively reflected progress in all areas of child development, the quality of life of children in the kingdom

## **2.7 Indicators and statistics for measuring and evaluating juvenile crimes and evaluating the performance of social care homes and correctional institutions in Jordan**

Measuring and evaluating the performance of community homes and correctional facilities is essential to ensure that the desired goals are achieved. Key performance indicators used in this context include recidivism rates, the quality of education and rehabilitation provided, and the satisfaction rates of young people and their families. This evaluation is based on regular data collection and analysis, which helps to determine the strengths and weaknesses of the services provided. This data is used to improve programs and direct resources to areas that need strengthening.

### **2.7.1 Crimes committed by juveniles by type in 2021**

<i>Kind Of Crime</i>	<i>Percentage%</i>	<i>Number Of Crime</i>
Crimes against the Person	9.62	164
Crimes against Public Confidence	0.23	4
Crimes against Property	66.69	1137
Crimes against public administration	8.15	139
Crimes against public Safety	3.70	63
Crimes Against Public Morals and Ethics	10.73	183
Other Crimes	0.88	15
Total	100	1705

The table shows the distribution of crimes in different categories, where crimes involving money stand out as the most common crime among young people or 67%. This suggests that there is an urgent need to promote awareness and rehabilitation programs targeting behavior related to property theft and burglary. On the other hand, we found that crimes against public trust are almost non-existent, which may reflect the success of the efforts made in this area or the low incidence of such crimes among young people.

**2.7.2. Crimes committed by juveniles based on territory**

<i>Region 2021</i>	<i>Number Of Crime</i>
Region Capital	612
Central Region	624
North Region	442
South Region	169
Royal Bedouin Police	56
total	1705

The table shows a clear disparity in the distribution of crime between different regions in Jordan. The central region tops the list with 624 crimes, followed by the capital region with 612 crimes, while the Badia region has the lowest number of crimes, with only 56 crimes. This distribution indicates the need to direct reform efforts in a more targeted manner in the central and capital areas, where the largest part of crime is found. This may also reflect disparities in economic and social conditions between different regions.

**2.7.3. Felonies and misdemeanors committed against juveniles for the year 2020-2021**

These are crimes of physical assault against individuals in the category of youth, and they are those crimes that violate or threaten the rights inherent in humans through physical assaults. Among these rights is that which represents the most important individual right in society at all, which is the right to life, since all other rights are based on this right, and are created by its existence and disappear with the extinction of man. Legal interests related to maintaining personal freedom. The definition of these interests leads to all crimes committed against personal freedom falling under one category of crime.

Examples of these types of crimes:

Murder crimes

Crimes of assault, battery, and administration of harmful substances

Crimes of assault on honor, such as rape, indecent assault, and adultery

Crimes of assault on honor and reputation, such as indecent acts.

**2.7.4. Felonies and misdemeanors committed against juveniles for the year 2020-2021**

<i>Kind Of Crime</i>	<i>Rate Of Change</i>	<i>2021</i>	<i>2020</i>
Attempted Murder	31.82	29	22
Premeditated Murder	300	4	1
Murder	16.67	7	6
Beating Leading to Death	**	1	0
Manslaughter	0	2	2
Aggravated Assault	8.04	121	112
Total	14.69	164	143

The table shows an alarming increase in some serious crimes, such as attempted murder, which increased by 31.82%, and premeditated murder, which increased by 300%. This increase calls for the need for prison and social services authorities to intervene urgently in the factors that lead to such crimes among young people. However, the relative stability in other crimes, such as criminal activity and wounding, may indicate some improvement in the treatment of less serious cases, which requires continued monitoring to ensure that these crimes are further reduced.

**2.7.5 Statistics of the Public Security Directorate - Family Protection Department Juveniles who participated in misdemeanors and violations in 2022 Total until 7/31/2022**

	<i>Number of cases</i>	<i>Number of male events</i>	<i>Number of female events</i>	<i>total</i>
Cases	1681	2205	184	2389
Settlement	1261	198	198	2185
Total Cases and Settlement	2942	4192	382	4574
		4574 males and females		

The table shows that the total number of cases and settlements reached 4,574 cases at the end of July 2022, and a large part of these cases were settled out of court. This indicates the effectiveness of some rehabilitation programs that aim to resolve cases amicably and promote ideas of reform and reintegration rather than harsh punishments. However, the challenge remains to reduce the overall number of crimes and direct more efforts towards early prevention.

### 2.7.6 Details of events referred to implement alternative non-custodial measures (public benefit, rehabilitation programs) for the year 2021

<i>The Association</i>	<i>Number</i>	<i>Measure</i>
Sanabel Al Khair Charity Association / Amman	27	Rehabilitation Programs
	2	
Family and Child Protection Association / Irbid	12	Public Benefit
Jahd Center / Amman	19	Public Benefit
Local Community Center / Madaba	3	Public Benefit
Athar Association for Youth Development / Russeifa	13	Public Benefit
Jihan Center for Awareness and Training / Zarqa	55	Rehabilitation Programs
Naya Network / Zarqa	25	Rehabilitation Programs
Al Farouq Association / Irbid	3	Total
159		Rehabilitation Programs

The table reflects the efforts made in Jordan to implement alternative non-custodial measures, where 159 events in 2021 were converted to rehabilitation and public interest. These events are distributed among several associations and centers in various regions of the Kingdom, noting that the « Cihan Center for Awareness and Training » received the most 55 youths, indicating the importance of the role these institutions play in the rehabilitation of young people and to divert them from deprivation of liberty.

### 2.7.7. Events transferred to implement alternative measures other than deprivation of liberty for the year 2021

<i>Nationality</i>	<i>Place of implementation</i>	<i>Measure</i>
Egyptian	Sanabel Al Khair Association	Qualification programs
Egyptian	Naya Community Network	Public benefit
Syrian	Naya Community Network	Qualification programs
Syrian	Al Farouq Association / Irbid	Qualification programs
Syrian	Al Farouq Association / Irbid	Qualification programs

The table shows that youth of non-Jordanian nationalities, such as Egyptians and Syrians, also participated in rehabilitation and community service programs. This indicates that alternative measures are not limited to Jordanians only but include all nationalities that need to reform their behavior. This diversity of treatment enhances the comprehensive reform system and affirms Jordan's commitment to social justice for all.

### 2.7.8 Events under the supervision of behavior monitors for 2021

<i>The governorate</i>	<i>number</i>			<i>Nationalities</i>			
	<i>Males</i>	<i>Females</i>	<i>total</i>	<i>Jordanian</i>	<i>Palestinian</i>	<i>Syrian</i>	<i>Iraqi</i>
Amman	65	10	75	66	5	3	1
Zarqa	15	1	16	15	0	1	0
Salt	6	0	6	6	0	0	0
Irbid	9	0	9	8	1	0	0
Madaba	1	0	1	1	0	0	0
Karak	3	0	3	3	0	0	0
Total	99	11	110	99	6	4	1

The table shows that most juveniles placed under probation supervision are of Jordanian nationality, with the number reaching 99 out of 110. This shows that the vast majority of juveniles required to be monitored are Jordanians, and very few youths of other nationalities. This type of follow-up focuses on monitoring youth behavior and preventing them from relapsing, helping to reduce crime rates in the long term.

**2.7.9. Ministry of Justice Statistics**

Juvenile cases heard by first instance courts and issued non-custodial measures for the years 2020-2021

<i>Separation of the charge for the party</i>	<i>2021</i>	<i>2020</i>
Attaching the juvenile to a rehabilitation program	9	9
Obligating the juvenile to serve for the public benefit	2	1
Reprimanding and reprimanding the juvenile	348	333
The juvenile performing a specific act	1	0
Placing the juvenile under judicial supervision	54	78
<i>Total</i>	<i>414</i>	<i>421</i>

The table shows relative stability in the number of cases where non-custodial measures were ordered, with the number of cases rising to 414 in 2021 compared to 421 in 2020. This table reflects the courts' commitment to non-custodial measures, which is a positive indication of the adoption of a justice system that increases opportunities for the rehabilitation of young people instead of harshly punishing them.

**2.8. Psychological and social dimensions of performance measurement in social care centers and correctional institutions**

Psychological and social dimensions in community centers and correctional institutions affect the quality of care and rehabilitation, and accurate measurements can help understand the impact of the correctional environment on the psychological state of youth and show the effectiveness of programs to promote social integration and positive participation in society. ( Al-Bashiti, 2023 ) Therefore, psychological and social aspects are necessary to measure success in community centers and prisons because they contribute to determining the success of programs and services provided to these target groups. Performance measurement in these institutions is linked to a deep understanding of the psychological and social characteristics of their residents, including their sense of psychological safety, anxiety, depression, and the social values they hold. These dimensions not only reflect the psychological state of the individual but are also indicative of the success or failure of the care system in meeting the needs of these individuals. Therefore, it is important to compare these characteristics between youth living in joint social institutions, such as the Ministry of Social Affairs in Jordan, and youth in quasi-family institutions, such as SOS Children's Villages. These comparisons can reveal the impact of different care environments on the psychological and social status of adolescents, allowing those working in these fields to develop support programs that suit the specific needs of each group. Therefore, performance measurement is not limited to assessing physical or behavioral aspects but includes the analysis of psychological and social dimensions, such as psychological safety ( Al-Bashiti, 2023 ), which consists of several basic elements, including self-acceptance, positive relationships with others, and independence. Anxiety and depression also play a key role in evaluating performance within these agencies, where high levels of anxiety or depression may indicate a lack of support for youth, while low levels may indicate the effectiveness of the programs provided. ( National Strategies for Juvenile Justice 2024 )

The social values of individuals within these organizations are also an important factor in measuring performance, as they reflect the influence of the environment on the behavior and attitudes of individuals. This requires that programs established within organizations are integrated and comprehensive to work towards building and promoting positive social values. ( Azzia, 2018 ) Therefore, the psychological and social dimensions form a comprehensive framework for measuring success in community centers and prisons, as these dimensions allow a deeper understanding of the challenges that individuals face in these environments and, thus, the development of effective strategies to promote psychological and social health.

**3. Discussion**

The results indicate differences in the performance of youth homes and prisons in Jordan, especially in terms of psychological and social characteristics according to the social desirability system, gender, and their interaction through the presentation of values and based on the measurement of indicators between feelings of psychological safety, depression, and anxiety. It was found that teenagers who live in collective social institutions have less psychological security. Institutions, in addition to the presence of marked disparities in the application and effectiveness of indicators for youth in youth institutions and rehabilitation centers in Jordan. This disparity is evident in the differences in measurement methods between institutions, with some centers adopting comprehensive and effective measurement systems while other institutions still have deficiencies in this aspect. This gap is due to the lack of standardized indicators and a common framework for measuring success, which creates disparities in the quality of care and rehabilitation services provided. The main challenges, however, are the wide disparity in resources available to organizations that are better funded and have highly skilled staff, which tend to have more sophisticated and effective performance measurement systems. Conversely, institutions with limited resources struggle to implement even basic indicators, leading to disparities in the

quality of care and rehabilitation that youth receive. This disparity in resources results in uneven outcomes, with some youth receiving better care while others suffer from a lack of basic services.

Regarding juvenile law no. 32 of 2014 there are problems related to their actual application, especially with regard to criminal and security aspects. The law allows children to be placed in places that may not be suitable for the requirements of care and education, and this leads to issues such as inappropriate placement and security treatment, which contradicts the main goal of the law to improve care and rehabilitation. Moreover, the law has failed to limit the prison population, and the powers specified in the law regarding accused youths have not yet been applied, leading to problems such as violence during interrogations and repeated detentions in security centers.

These problems are compounded by a cultural resistance to performance measurement in some organizations. Staff and managers are reluctant to adopt new measurement tools due to a lack of training and awareness, and this is reinforced by the social and cultural stigma associated with youth offending. Failure to openly discuss the effectiveness of programs also prevents improvements in the quality of services provided, hindering potential improvements in care and rehabilitation programs. Failure to openly discuss the success of these programs exacerbates the problem and prevents improvements in the quality of services provided. It is important to include all stakeholders in the process of developing and implementing performance measures. Improving the quality of care and rehabilitation requires a collaborative approach involving policy makers, managers, staff, and the events themselves. All parties must commit to the common goal of improving the services provided, which increases the effectiveness of programs and achieves positive and sustainable results.

#### **4. Implications**

Social welfare institutions under the supervision of the Ministry of Social Affairs must build psychological and social programs aimed at increasing the psychological quality of life of the residents of these institutions. This requires providing constant psychological support and providing a supportive environment that contributes to improving the psychological and social condition of adolescents.

It is necessary to promote alternative and friendly family programs for children without parental protection and care. These programs should include incentives such as financial assistance and employment for foster families, which contribute to creating a stable family environment for children.

A change from a group system to a semi-custodial system in social institutions should be encouraged to be effective in providing individualized care and better meet the needs of young people.

It is important to regularly conduct evaluation studies at the level of social services in the public sector and in voluntary work. These studies help identify the level of service provided and identify areas for improvement.

It should be easier to adapt graduates from community homes to various professional organizations, which increases their chances of independence and integration into society.

It is necessary for the Ministry of Social Affairs to appoint a technical committee to revise and develop the Youth Act no. 32 from 2014. The law must avoid the law's negative impact on the handling of public matters, include the category of young people who are kept in glasses, strengthen the treatment of the causes of crime and social interference and expand the powers according to the juvenile police. It stipulates the educational and health rights of young people in detention and places emphasis on keeping young people as a last resort and for the shortest possible time.

The Family Council must accelerate the preparation of legislative proposals on children's rights to ensure that children's rights are protected and a legal environment is in place to support them.

Stakeholders must adopt event-based strategies and plans based on the results of current research, including setting smart goals and real performance indicators.

It would be useful to repeat the current study on juvenile incarceration rates in different years, such as 2016, to monitor changes and analyze the impact of the measures taken.

Policy makers should focus on allocating the necessary resources to ensure that tools and training are available to effectively implement performance measurement systems. This includes providing sufficient resources to train staff and develop standard procedures, as well as establishing a centralized system for data collection and analysis.

It is necessary to increase public awareness of the role of youth protection and rehabilitation centers and overcome the social and cultural stigma associated with juvenile delinquency. This will contribute to creating a supportive environment for implementing performance measurement systems and improving the efficiency of these organizations.

## 5. Conclusion

The results of the study conducted on the performance measures of youth and rehabilitation centers in Jordan show an urgent need to improve and consolidate these indicators to ensure high quality and efficient services. It has been shown that there are large differences in the use and effectiveness of performance indicators between different institutions, which has a negative impact on the quality of care and rehabilitation provided to young people.

Variability in available resources is one of the main factors affecting companies' ability to adopt effective measurement systems. Institutions with sufficient resources and more qualified staff demonstrate a greater capacity to provide integrated and effective care and rehabilitation services. Conversely, organizations with limited resources struggle to implement basic indicators, leading to significant variations in the quality of services provided.

The study also shows that cultural resistance within some organizations hinders the adoption of new performance measurement tools. This resistance stems from a lack of training and awareness and is reinforced by the social stigma associated with youth offending, which limits the potential improvements in the programs offered.

In addition, the Youth Act no. 32 of 2014 has some legal challenges that affect how young people are detained and treated in the justice system. This law needs to be developed according to the current social and educational requirements.

The study recommends adopting comprehensive strategies to improve outcome measures, including developing psychological and social programs, strengthening other family programs, and encouraging quasi-family services. It also calls for a review of the Children's Act, providing the necessary resources to train and develop standard procedures, focusing on increasing public awareness and reducing social stigma.

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