

**Governorship and Community Reform
“A Future Outlook”**

Prepared by

Dr. Yacoub Adel Abedel Munem Nasereddin

Head of Trustee - Council at the Middle East University

Amman / Jordan

e-mail: yacoub@meuco.jo

The Hashemite Kingdom of Jordan

Amman - Jordan

Telephone (+ 96264790222) Fax (+96264129613)

Code No. (11831) P.O. Box (383)

July 2013

Governorship & Societal Reform

“A Future Outlook”

Prepared by

Dr. Yacoub Adel Abedel Munem Nasereddin

Head of Trustee - Council at the Middle East University

Amman / Jordan

e-mail: yacoub@meuco.jo

Abstract

Implementation of governorship is considered as a successful means, to conduct comprehensive administrative reforms, in the State institutions that lead to societal reform. It is appropriate to emphasize efforts toward developing legislations, in order to keep up with the current developments, and to maintain on the State's properties and resources, to utilize them in the best form, as well as activating the role of the control institutions, in maintaining public property. It is necessary to emphasize the role of the media and civil society institutions in control.

Upgrading the society culture makes society good monitor on public funds. The governorship system, with its laws, regulations and foundations, represents a reforming trend that provides a constant basis, and State establishment. This basis provides a guarantee for economic feasibility. The mutual influence among the State institutions, and the environment that the institutions work within, necessitates a kind of concern and concentration on social dimensions, resulting from the work of the organizations inside the society, in order to maximize the intended benefits from this work, and achieving the objectives, as well as minimizing the negative impacts as much as possible, represents reforming trends, that determine the rights and obligations, to develop the national feeling and loyalty of all people.

This descriptive study was conducted to develop a future vision to the role of governorship in the societal reform, through answering the following questions:

- What is meant by governorship: its principles, goals and importance?
- What are the dimensions of governorship societal reform?
- What is the proposed conception of societal reform?

This study manipulated the concepts of governorship, its principles, goals and importance, through related literature and previous studies. It clarified also, the importance of governance in societal reform.

Basic foundations for future conceptions in governorship implementation developed. From these foundations a future vision for societal reform, depending on governorship principles was constructed.

The study deduced the necessity of adopting the future conception role of governorship, in societal reform, as a basis for all reform operations.

MAJELU

Introduction

Concern about Governorship conception lately increased, that is, after appearance of worldly trends, which call for individuals of the community to participate in decisions that concern them most, deepen concepts of democracy, freedom ... and else. For new philosophical visions appeared assure the significance of societal reform through implementation of governorship at all institutions of the state. And governorship in concise can represent sharing all parties in the institutions of the state in the operation of decision-making, that is, a decision is not confined to a certain group at one institution, and also make information available for all related parties and citizens transparently and clearly, and specifying rights of responsible people, their duties and responsibilities of running the state or association, that is, to avoid administrative corruption occurrence at the level of the state or association. These factors aim at assuring that all state institutions are run at a correct method, and they submit to control, follow up and enquiry. And from the most significant objectives is to be assured of administration efforts concentrate on keeping the highest interests of community, state and employees, aspiring for reaching the highest degrees of efficiency at work and productivity.

Therefore, the term of governorship is considered a common and largely spread in economic literatures. It should be implemented at all levels and elements of the state and economic associations, public and private and societies. And also at all levels of individual congregations, for the governorship allows (reasonable) entrusting of authorities and style of applied practice in accordance with those procedures, that can appear at the level of all institutions of the state, or associations of share-holders at companies and economic units, through practicing control and enduring

responsibilities and duties of commitment by clarity, and for transparency service (Nasereddin, a: 2012).

Kudo study (Kudo, 2010) showed states of public sector reform and projects of electronic government. The electronic government can lead a role in reforming the public sector. This study describes the policy and the state of the Japanese electronic government, with concentration on issues that affect the government and the public. And Japan carried out a series of administrative and political reforms for the sake of improving the peoples' trust in these reforms. And uses different strategies to run the public policies. And the electronic government is the public policy which directly affects in other policies and attracts the change as a public policy differs from traits of other policies, especially what concerns public enquiry.

Meanwhile Scott study (Scott, 2011) showed that the cooperative governorship can work properly to achieve the societal reform, and that is achieved through dividing responsibilities among elected responsables, and owners of private and vocational interests, and among ordinary citizens, and through agreement of opinions among them. The researcher discussed the participants in the depended operation for societal reform in "Georgia State" aiming at obtaining health care. And specified some of the best practices that shared in succeeding the health reform, and submitted some benefited lessons to implement the cooperative governorship in the future.

But (Trapnell, 2011) had indicated to connection between institutions that enjoy the efficiency of good performance, and that the economic development of the state is the essence of the discreet government, represented in concentration on transparency and enquiry as a means of improvement that springs from the belief of institutional arrangements of government regimes, moves side by side with defending the organizational

ability of performance. This can lead to results of better judgment. This is in addition to regular observation of performance and results spread, so that citizens and decision-makers can issue prominent judgments about how these regimes work.

And the work paper prepared by (Sanan & Yadaf, 2011) indicated that governorship reforms of companies acquire a decisive significance due to developing economies such as India, that moves towards a more transparent regime and more submitting to enquiry. And in spite of India had started with serious efforts towards reform by laying machineries of companies governorship, and through comprehensive regulations of governorship and regimes, but its implementation is still in-acting at all. And some studies indicated that uncovering practices of financial proclamation of Indian companies do not exceed the commitment requirements, and so this generates an urgent need to start reforms in the companies governorship. The main objective of this study was evaluating the effect of reforms in governorship of companies clarified in the financial papers of Indian Council and India stock-markets due to paragraph (49) from inclusion agreement (2006) at the level of financial sheet of the Indian companies. This study had been executed on (30) enlisted Indian companies, that form a part of Bombay Stock market (BSE) for the period before the reform (02-2001 to 05-2004) and the period after the reform (06-2005 to 09-2008).

The study in spite of reforms of companies governorship, indicated to that there is nothing except a moderate level of financial proclamations by the Indian companies. This assures the necessity of improving the organizational and legal structure to support the quality of financial reports.

But (Diamond, 2012) study described the economic and political dimension of reforming governorship of companies in South Africa, does it

achieve the relationship between associations of governorship of companies and regimes from one part, and the historical, economic and political context of South Africa community from the other part. The study deduced the historical, economic and political demarcations to reform governorship of companies and their development in the context of South Africa companies history, and deduced that the reform of companies in South Africa recovers from part of its development by reforms in the economic systems in the Common-Wealth from part of its historical development. This is in spite of the causes of reforms in South Africa and the Common-Wealth are different at a great deal. And the results of the political process in South Africa showed that the pattern of limited sharing companies of companies governorship became the authorized system of companies governorship in South Africa.

And (Witesman & Wise, 2012) study specified results in public administration, that public administration is the main effective party in achieving the public reform for a number of occupations that can push directors to save opportunities of training for the employees, including the need for performing the present occupations of the government, to enlarge responsibilities of employee, or reforming the administrative operations and/or programs. The study tackled the topic of training opportunities availability on skills of government though observing wish in achieving reform and does reform affect decisions of training their employees in light of other incentive factors. And it was found that training in the field of citizens sharing, relations with clients and indications of performance were more spread conspicuously at public organizations, that include directors who care about such training.

And depending on what had been precedent on the societal reform, it cannot be executed at any state or association of its associations except for implementing the method of governorship, aiming at achieving comprehensive and a binding development and implementing principles of enquiry, transparency, and participation as machinery to fight corruption and build agreement, justice, equality and efficacy, and so the societal reform from all sides. And starting from the local, regional and international trends that centralize about the societal reform, and from the previous studies that discussed in the subject, came this study to build a future outlook of the governorship role in the societal reform.

Problem of Study

Governorship system, including what contains of regulations, instructions and bases, represents in its truth a reformational trend, saving a static basis and a complete trust for those who deal with the different associations of the state, in condition that this basis saves a guarantee of required economic quality from their different dealings. And the mutual effect between associations of the state and environment within which it works and obliges concern and concentration on the societal dimensions resulting from organizations work inside the community, aiming at glorifying benefit hoped from it, and achieving its objectives and decreasing the negative effects, that may result from that as less as possible. And the system of governorship with what it guarantees of saving the equal treatment of all individuals of the people, represents in its truth a reformational trend through specifying rights and duties, and with what develops the national feeling and loyalty to all individuals of the people.

Motivation of enquiry, transparency and participation, that form the principles of governorship, represents the best solution of the societal

reform, therefore the problem of study is represented in investigating the role of governorship in the societal reform as a future outlook, that is through answering questions of study.

Questions of Study

First question: What is meant by governorship, its principles, objectives and significance?

Second question: What are the dimensions of both governorship and societal reform?

Third question: What is the suggested imagination of the societal reform?

Significance of Study

Many studies discussed numerous subjects in administrative, financial, health, environmental, and political reform. But studies executed in the field of societal reform and the role of governorship is about to be unavailable (at limits of the researcher's knowledge). So, the subject of study is considered a new addition to cognition theoretically and practically, that is through laying a practical imagination of the societal reform.

Objective of Study

Since governorship is from the legal, economic, administrative and political interweaver sciences and seeks to fight corruption of all its forms, so the objective of this study is investigating the significance of governorship in reforming the work of public and private associations, and then reforming the pioneer role of administration, and interact with it for the interest of the community. And so, building a future outlook of governorship role in the societal reform.

Methodology of Study

The study followed the method of descriptive research in addition to analyzing the theoretical literature and related previous studies, aiming at answering questions of study, and achieving its objectives.

Answering questions of Study

Answer of Question one: What is meant by governorship its principles, objective and significance?

Governorship meaning:

Governorship is considered from the modern subjects that had been circulated, therefore, indication should be done to it and its significance in developing the organizational environments (institutions of the state, companies and different associations) that is, through its relationship with the machineries of the administrative reform and its procedures, is considered one of the most important elements in the governorship system, and in the societal reform, which shares in adjusting work and directing operations towards success and continuous development. And it is a system with which submission of associations activity is done into a group of regulations, systems and decisions aiming at achieving quality and distinction in performance by selecting the appropriate and effective styles to achieve the association plans and objectives, and adjusting relations among basic parties that affect the performance, and the scientific fields defined it as the discreet government, implemented through a bunch of regulations and rules, which lead to transparency and applying the law (Hussein, 2006).

And Nasereddin (a: 2012) defined it as a system with which associations activity is submitted to a group of regulations, systems and decisions that aim at achieving quality and distinction in the performance by selecting the appropriate and effective styles; to achieve the association

plans and objectives, and adjusting relations among the basic parties that affect the performance.

Gopalsamy (1998) cleared that governorship is not a pure comprehensive administration of the state or the organization, but it is larger and a more common concept, for it accommodates to cover the comprehensive administration, an efficient, just and transparent administration to reach specific objectives clearly and accurately, and a system to build associations of the state and operating and controlling them, or the organization at a future vision desirous to achieve long term strategic objectives, and they represent a whole system of control on the financial sides and unfinancial sides, by means of this system, associations of the state or the organization are directed and completely controlled (Al-Ghalibi & Al Aamiri, 2008), but the United Nations Developmental Program (UNDP) had defined the governorship as practicing the economic, political, and administrative power to run the state affair at all levels through machineries, operations and associations allow the individuals and groups to achieve their interests (Al-Taii, 2010).

Through the precedents it seems that governorship has three supports:

- Economic public support: represented in machineries of decision-making, and planning operations and their efficiency.
- The political support connected with formulation of policies and forming them.
- The administrative support, represented in efficient machineries to carry out these policies.

By that, governorship is considered the machineries that cover structures, responsibilities, practices and traditions depended by the state administration or the association to be sure of achieving its message through

a group of practices, decrease of risks facing citizens or investors, and share in attracting investing capitals and improve the public performance. And there are three fields from part of governorship concept (Graham & Plumptre, 2003) discussed the indicated in Nasereddin (a: 2012) represented in the following:

- Governorship at the worldly level: deals with issues out of governments specialization.
- Governorship in the national spaces: means within the limits of one state, and there are numerous levels such as: the national level, governorates level, urban territories, or local zones, such as organization of civil community, which can lead a role in decision-making concerning public issues.
- Organizational governorship (governorship at the space of state associations): it includes activities of the state associations, which usually are responsible in front of the administration board and some of them are owned as a private property such as commercial works and companies, and some others may be owned to the public sector such as hospitals and public schools ... and else.

Deducing from what had been mentioned governorship can be defined as a group of regulations, systems, and decisions, aiming at achieving quality and distinction in performance by selecting the appropriate and effective styles to achieve plans and objectives of associations.

Principles of Governorship

Literatures that discussed in governorship specified three basic principles, they are:

- Transparency: transparency became one of the exchanged and common terms at a number of conferences and organizations at the present time,

but considered one of the important worldly standards in classifying states and their organizing. For it is a machinery for measuring the degree of governorship at the community (Nafia', 2004) and it is an operation of decision-making and taking, for it allows the individuals to get knowledge and information related to governorship, to enable them make decisions with mutual effect (Nasereddin, a: 2012). And it means clarity of what is going on and moves inside associations, that run the public affair with simplicity of flowing of accurate, and objective information, and accessibility of using it by employees.

- Participation: participation is considered an effective constituent of the human development constituents, for it shares in the operation of decision-making, which affects the life of citizens through legal associations, performed on the freedom of organization and expression (Abdel Hafez & Abdel Razzaq, 2009), and it is obliged of all citizens, the individuals to have a vote in decision-making operation; either at a direct form, or by mediator associations, and this participation has to be built on the freedom of consisting societies and expressing them, and also to be able of constructive participation (Al-Taii', 2010).

Also, good governorship has to have contents of participation to support the government as an effective pattern in public policy-making (Al-Fahdawi, 2007).

- Enquiry: most of the democratic communities consider enquiry the other face of leadership, and without enquiry the leadership becomes dictatorship (Shafritz & Russell, 2000) it s an obligation that forces others of accounting or answering about responsibility granted to them or entrusted to them (Aazmi, 2008).

And Shibli (36: 2013) indicated to the principles, that form governorship and authorized by the Organization of cooperation and development (OECD) agreed upon by governments of states, members of the mentioned organization, they are:

1. Submitting maintenance to finance of the state.
2. Guaranteeing the rights of dealers with the associations of the state.
3. Proclamation and transparency, in it proclamation of information related to the primary principles of the association, and about the private and public objectives of the association, in addition to proclamation of the salaries and granted distinctive traits to directors acting and whom are correspondent in degree, and about the expected risks concerning the association work, and about the accurately classified financial data, and about the material issues connected with the employees, in addition to structures and policies of authorized governorship duties and authorities of administration with-in the concept of governorship.

Objectives of Governorship

Governorship seeks through its objectives to achieve raising the efficiency of associations performance, and laying systems guaranteeing to decrease or be little of deception and interests collision, and unaccepted behavior, and laying ... systems to control the performance of those associations, and putting a structure that limits distribution of all rights and responsibilities, and specifying rules and procedures and schemes related to the work track inside the association objectives that can be achieved as a result of implementing systems of governorship can be concised in the following (Nasereddin, a: 2012):

- Obtaining transparency and justice and granting the right in an enquiry of the association administration to the specified parties.

- Obtaining required protection for public property observing interests of dealers with different associations of the state, and decrease of exploiting power in preferring the public interests.
- Achieving the opportunity of revising performance from outside members of executive administration, with duties, fields of specialization and authorities of achieving independent and effective control.
- Increase of trust in the administration of national economy with what shares in raising means of investment and achieving high means of growth at the national income.

And generally, the basic destination of governorship leads to achieve the following objectives:

- Good productive performance.
- Justice and distribution of returns.
- Be-ware of states of administrative and financial corruption.
- Remaining the association within the best of administrative and legal reform.
- Submitting the association within control, follow up and enquiry from its internal and external congregation.
- Guaranteeing the work of the association to keep the highest interests of the community and the state in accordance with the field of its specialization in defending parties concerned, and also guaranteeing the employees performance, reaching the highest degrees of efficacy at production and work.

Significance of Governorship

Governorship became an urgent need and issue in the world of today (Al-Taii', 2010) for the following reasons:

- It is considered from the strategic objectives of many of the developed states (Sharif, 2008).
- It is a significant issue assists on the best using of resources and supporting enquiry and good distribution of services and conducting them (IFAC, 2001).
- It is considered a basic factor in preparing the good climate for business (Alt 2003) for it assists on attracting investment and improving the efficiency of investing operations and strengthening benefit of it (Al-Aābed, 2004).
- Works on strengthening the value of the state or association, and supporting its competitive ability with what assists it to attract local and worldly financing sources for enlargement and development, and finding new labour opportunities.
- Works on specifying the strategic direction of the state or organizations by correct strategic decision-making to reserve the association resources.
- Decreases states of conflict in the association and increases the merging and interaction states among interest owners, that is by increasing the effectiveness of proclamation, enquiry, control and motivation (Hitt, et.al., 2003).
- Represents higher administration by a group of duties and activities, their destination is to supervise the indicated administration, and directing its behavior, that leads to catch hearts of interest owners and their intellects (Al-Iīnizi, 2005).
- A comprehensive organization if continued by the state or the association in accordance with arranged method makes it able to adapt with variables of external environment, and decreasing conflict and

increasing merging with interest owners with what shares in achieving the competitive trait.

And in this field Shibli (33: 2013) indicated to the significance of governorship, blooms within the following fields:

- At the economic and legal level.
- In the accounting and controlling side.
- At the social side.
- At the level of owned companies by the state and private companies.

Answering the second question: What are the dimensions of governorship and the societal reform? And these dimensions can be summarized by the following:

Firstly: the political dimension: this dimension is considered one of the most important dimensions, connected with governorship. It is what distinguishes the public governorship from the company governorship at relating the thing with public policy at the level of the government or the state (Sharif, 2008). And this dimension concerns the nature of the political power and its legality and ability on truthful representation for the variety of their thoughts and belongings from a part and achieving their wishes from other part (Kareem, 2004). And the international organizations work on adopting this dimension and making it a condition of dealing or cooperation with it (Matheson, 2002), and the political reform is the basis of the societal reform with all its sides.

Secondly: economic dimension:

The economic dimension connects with some international organizations, such as: (the International Monetary Fund), (Development & Cooperation Organization of Economics), and (Bank of Asian Development); for it is related to the economic development, that is because

of the clear relationship between governorship and the size of investment from a part, annihilation of corruption from a second part, and achieving the economic development from the third part, for corruption shares in dropping of public investment and weakening the infrastructure of economy (Al-Abed, 2004).

But Shibli (2013) indicated that governorship of companies assures on growth of the used correct rules in achieving economic development, and driving away the apparition of financial crises, through stabilization of a number of the best performance standards in production. And supporting the acting economic bases at markets, and discovering cases of playing on prices and what follows of administrative and financial corruption. And supporting markets and working on prices stabilization, that is to gain trust of the public and individual, and their role in supporting companies related to the public. And certifying that governorship is one of the supporting factors of investors trust, and improving the economic base and economic development.

Thirdly: administrative dimension: the governorship concept crystallizes about the successful administration fundamentals, and from the most important contemporaneous challenges that face administration in light of the economic and political system is to transfer with administration thought and governing from the government into governorship (Shaarawi, 2004). And literatures unanimously agree on that administrative reform are considered a basic requirement of the societal reform (Nasereddin, b: 2012).

Fourthly: the social dimension:

This dimension has an exaggerated significance in the developing states, that is because of the connection of governorship with some political ideologies and the Western intellectual organization, which claims spreading this concept. And this dimension is noticed through its adoption of a

behavioural organization built on specified principles, that is because its contents of governorship values relate to the adopted behavioural patterns, specified by traits of enquiry, participation and transparency at work (Sharif, 2008). Also components of governorship in the community, reflected from interaction between the government and private sector and the civil community is a personification of the social attribute of that dimension, for social governorship aims at directing the collective objectives and their accomplishment (Riley, 2003).

And Shibly (2013) in a study of him indicated that governorship and its principles and objectives begin from the individual and the community, ascending to affect the executed levels in companies, therefore, governorship works to raise efficiency of the individual within the following steps (Shibly, 2013):

- Balance between the economic and social objectives that work on the settlement of the market, employment and the stock market for the interest of individual and community, and then sharing them in steadying the administrative reform.
- Governorship works on employing the most proficient for human resources or materialistic and the right of enquiry at companies.
- Connecting individual interests with companies and the community in general, leads to transparency and height of administrative reform means.
- Satisfying the materialistic and service needs of the individuals, by the significant occupations at companies, then generalization of administrative reform.
- Making public services available ... is a deed that leads to administrative reform, and its continuation becomes for the interest of the community.

- Reserving labour market and driving away the apparition of unemployment and keeping means of financial inflation.

Fifthly: financial dimension: this dimension appears clearly through the financial crises, that appear at financial markets in different times, for this can be noticed through the arising of both systems the accountancy and financial and developing them both through governorship in the private sector (governorship of the company) for governorship works on organizing the relationship and specifying it among the affecting parties by decisions of the company and their financial results from interests owners and stock holders (Litah, et.al., 2002).

Accountancy and control as two elements of governorship elements have their effect in supporting the stabilization of administrative reform, which is reflected on the societal reform, through working on the independence of auditors, to drive the effect of administration or administration board on its work in uncovering forgery and mistakes. And proclamation and transparency in the financial sheets and fighting the financial and administrative corruption at companies. And also fairness, neutralism and straightness, have to start from the administration board into the smallest employee in the company, and it is a duty to uncover deception and corruption. And governorship works on employing the developed controlling systems, to avoid existence of mistakes and deviation and stopping its continuation (Shibly, 2006).

The previous five dimensions of the governorship are fixed affairs of the societal reform and its rules. They are interwoven and interactive dimensions as illustrated by figure (1), and the administrative dimension, which interweaves with them all is considered the basis in the societal reform, for through it the societal reform is done from all its directions.

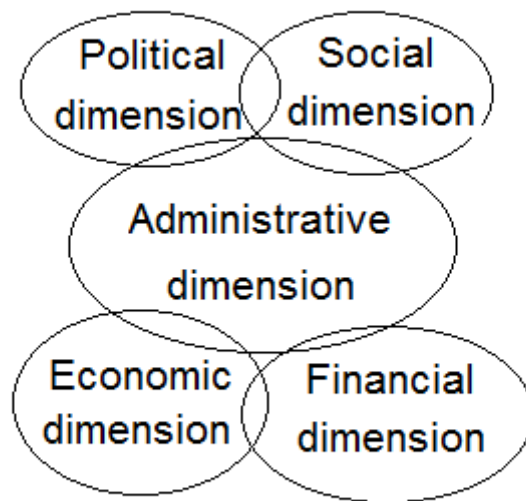


Figure No. (1): Governorship Dimensions

Through studying figure (1) and analyzing it, it can be reached that the administrative reform is considered the basis of the societal reform. And Hussein (2: 2006) summarized the objectives of the administrative reform in the following:

- Adoption of the administration strategic trends at different fields of work through the development of destinies of the administrative system on dealing with both internal and external environments.
- Adoption of patterns and modern approaches in the organizational structure and redesigning the organizational structures of the administrative system organizations to achieve pliability and response to requirements of change, development and adaptation with environment factors and its variables.
- Keeping away from centrality of decision making and developing skills of deputation at administrative leaderships and empowerment of middle and executive administrations to be responsible and set forth to carry out operations and administrative deeds.
- Depending the comprehensiveness of evaluating performance of organizations through the specified objectives with concentration on

social responsibility of those organizations towards community, with what covers the performing sides of operations, accomplished deed, financial costs, size of investment, and performance of employees and connecting them with the requirements of developing the community.

- Accommodation of occurring and expected variables in the size of human resources from part of quantity and type at the level of the administrative system organizations and developing their destinies and adopting values of collective work and supporting innovation and development.
- Working on developing the positive trends towards work and belonging to it and enlarging in the fields of rehabilitation, training and development.
- Supporting efforts towards advancement with the level of production and qualitative productivity, and applying the related procedures with quality as considered from the responsibility of all, and that serving the client is a permanent responsibility of the organizations, and working to reach the standard specifications.
- Depending the styles that achieve the economic efficiency headed by raising levels of production and decreasing cost and decision making related to investment and styles and schemes of production.
- Development of formulations, styles and procedures related to administrative deed, rules and legislations related to what shares in achieving haste and accuracy in decision – making.
- Enlargement in depending on modern technicalities reaching to electronic organizations, preparing for building projects of Electronic Government and supporting activity of research and development in

these fields with what enlarges horizons of sharing in developing the developed technology.

- Developing destinies of the concerned organizations by conducting programs of economic, social and cultural development and supporting their role in directing towards investments with the largest returns.
- Development of the self – destinies of the organizations of the administrative systems in their seeking to favour the change, problem – diagnosis, handicaps, and solving them and laying plans for future developments, through concentration on the significance of putting the general objectives and specifying them with their quantity, quality, and time dimensions to use styles and planning technicalities to achieve those objectives with what is available in planning of elasticity and ability of present and future new developments.

Al-Ghalibi & Al-Aamiri (2008) provided some of governorship requirements through which the societal reform is done and represented in the following:

- Existence of elected political and legal authorities practicing their powers in accordance with legal and moral considerations derived from customs and societal traditions.
- Existence of separation among legislative, judicial, and executive authorities, for each authority knows its role and the nature of relations among them at a parallel form.
- Supporting law governance and un-existence of parties consider itself out of the frame of these prevailing legal legislations in the community.
- Supporting the principles of accounting and enquiry for all with exceptional whatever his political and social attribute was, and what ever was his location in the state or organization.

- An effective and efficient local council lays its programs and discusses them and executes them in light of perfect desire on the interests of the community and without favouritism or one-sidedness.
- Perfect transparency and large spreading of information for all individuals without obscuration or misshaping what connects with all phases of labour in the state, or the local community.
- Organizations of developed civil community practicing their role perfectly without restrictions and independently.
- Uprooting states of corruption and drying its sources at the level of individuals and organizations.
- Large participation at the different levels, without exceptional, because of sex, class, sect, minority, or the political group.
- A strategic vision specified in its frame the choices due to priorities with what supports ability to rise with the local community.
- Supporting the concept of executing law and associations far away from personal considerations and leaderships whatever they were and whatever was its role.
- Good response of associations and organizations in the frame of transparent machineries for the purpose of serving community and fulfilling its requirements without exception.

The third question: What is the suggested imagination of the societal reform?

Implementation of governorship in administration with all its levels aims at achieving the permanent and comprehensive development, enquiry and transparency as important machineries to fight corruption, and the societal reform with all its shapes, and building agreement, justice, equality and efficiency. All of this in the frame of clear strategic vision. And Kalimat

(2011) and Nasereddin (a: 2012) indicated to a group of basic pillars as a future imagination to apply governorship with what guarantees the societal reform, from them:

- Welfare of the citizen as described the axis of the permanent and comprehensive development operation.
- Economic development and social development, including the political development, security, and social security from nutrition, housing, water and energy.
- The democratic practice and citizens participation in decision-making without excluding any class in the community, especially the poor, women, and people with special needs and youths.
- Public sector and private sector, associations of the civil community, parliaments, parties, local authorities and the private organizations should endure their societal responsibilities and the necessity of cooperation and coordination among them for the correct administration to be completed.
- Independence of jurisdiction, its fairness, and the necessity of working on developing regulations and legislations to escort the new developments at the national, regional and international levels. And making training available before service and during it for lawyers and jurists to achieve the vocationally and high efficiency, and jurisdiction should enjoy the independence in issuing its verdicts and employing its human cadre and in developing the legislations that it deals with.
- Saving social peace and security for all citizens, and allowing the opportunities of justice and equality to them and enlarging their choices, and opening the space in front of them for invention and innovation.

- Saving efficacy and productivity and their requirements of basic and higher and continuous education for a lifetime to escort the hastening new developments.
- Governments continuation at a hastier form in following the operation of comprehensive reforms to achieve governorship as a basic demand for comprehensive permanent development, aiming at achieving harmony and social justice through saving requirements and necessary needs for human from the graceful and free living and on democratic bases, developing with firm bases springing from the fundamentals, Arab values and medium Islamica of which we boast.
- Transforming from centrality to administrative non-centrality and local government meaning transferring from the level of the center in administration to the level of local authorities and related quarters to achieve the permanent development with all its demands.
- Municipalities endure the greatest responsibility in processing the negatives, that may result of this transformation, because of its direct relationship and daily contact with citizens at these congregations.
- Saving control systems to evaluate efforts and directed accomplishments to achieve objectives of permanent development and governorship, from associations, parliaments, parties, courts, and independent jurisdiction for control and enquiry.
- Adopting transparency and enquiry as a necessity to fight corruption and wasting finance from one part, and to support democracy and efforts of development and operations of administrative reform from other part.
- Exploiting human, financial and natural resources by associations at the best form to fulfill specified needs for social destinations, such as water and energy. And work to strengthen the national and local machineries to

develop and save labour opportunities, and fight poverty and unemployment, and encourage investment with all its different forms, especially the Arabic of it.

And in this field Al-Muashir (2013) assured that the societal reforms setting forth from governorship. It should be done by parallel with political trans-formulations, and they should return benefits on all categories of the community and favour with support of all, and the future reforms in the Arab countries have to obliged with a group of rules, from them are:

- The basis in the societal reform is the political reform.
- The policies of growth should be more comprehensive.
- Preparing plans of societal reform by a societal participation.
- The plans of societal reform to be measurable and indicates to a final objective.
- Communication is to be a basic instrument of the instruments of politics.

Through analyzing previous studies (Ghannam, 2012, Libanese electronic, 2012; Jordanian Prime Ministry 2013; Al-Muāsher, 2013; Al-Watan, 2013; Wahbi, 2013) which discussed in governorship and its effect in the societal reform, represented in the administrative, political, social, financial, environmental and health reform and the governmental data of a number of Arab states. A number of things were invented to form the future outlook of the societal reform built on the previous pillars, represented in the following:

Firstly: supporting the national unity: supporting the national unity, defending its pillars and protecting it from different propensities: sectarian, tribal and class propensities are considered from the basics of the societal reform, and achieving the principles of justice, equality, transparency,

fairness, dedication of law sovereignty, and supporting citizenship and the spirit of national loyalty.

Secondly: protection of public finance: protection of public finance and fighting all forms of corruption and annihilating its causes, and taking the guaranteeing procedures of achieving transparency, enquiry, fairness and equivalence of opportunities among all are considered from the basics of the societal reform.

Thirdly: completion of legislative structure of the state and developing it: dedication of the state of law and institutions, obligation of respecting the judicial authority and keeping its independence, applying the law over all without exceptions, and working on stabilizing the principles of justice and equality are considered from the most important requirements of the societal reform.

Fourthly: youth care: covering youth with all types of care and motivating their positive participation and their constructive role in serving the community, developing their talents and innovations, creative energies, overcoming what faces them of obstacles to rise with their responsibilities towards their community. And breeding them in the frame of religious and ethical values of the community. And dedication of youth national culture assures citizenship, national unity, belonging, national identity, and also concern with youth issues; their demands, problems, and actually participating them in the development operation, and finding the appropriate labour opportunities for them are considered the basis of the societal reform.

Fifthly: improvement of health-care: good quality of health care service, remedial and protective, especially health enlightenment, nutritive, immunization and disease fighting, and work to achieve just distribution of health services at all regions, and work to achieve integration between health

services in both sectors, public and private are considered from the most important requirements of the societal reform.

Sixthly: education development: developing different elements of the educational organization attributed as a basic pillar of cognition community pillars. That covers developing styles and educational methods with what fulfills development needs and escorts new developments related to both levels; the local and the worldly, and improving education quality and employing the modern educational technicalities to improve outputs of the educational operation, in addition to the concern with the preparation of the teacher. And by the scientific research and the scientific institutions, and the scientific and research projects and programs connected with developing sectors of production and services in the state are considered the basis of the social reform.

Seventhly: protection of the family: from the basics of the societal reform is motivation of policies, and the social programs concerning the protection of the family consistency and empowering it to perform its role in social breeding, and making legislations, and social programs available to confront the negative social phenomena, which affect the consistency of the family and its social settlement, and support the developing role of the woman and developing her effective participation at all social and economic activities, and empowering her of the vocational and occupational opportunities to hold supervising and leading posts in the systems of the state and its institutions, and increase her participation in the operation of decision-making.

Eighthly: social peace and care: development of social care and enlarging its extent and motivating its policies and programs are considered a necessity of exceeding significance for the societal reform, because of its

direct connect with the level of human living and his welfare in general, and with the social categories with the most need in particular.

Ninthly: supporting small and medium projects: supporting the role of small and medium size projects is considered the basis of the societal reform, that is because of their ability to find labour opportunity absorb great numbers of youths looking for work outside the public sector and getting benefit of their experiences and skills, with what enables to decrease the rate of unemployment, and lighten social problems and share in collition of youths in efforts of development. And encourage youths to establish small projects in cooperation with the stage, which guarantees saving an integrated organization from forms of financial support, technical support, and simplifying the necessary procedures to establish the project, and especially to get the required land, that is in the frame of an integrated law project of the small and medium projects, that will be executed after accreditation, simultaneously with the integrated national program to support the small and medium projects.

Tenthly: developing the basic structure and improving the level of public services: developing the utility of basic structure attributed as the basic pillar to support the productive basis and economic development, and fulfilling the needs of the citizen from the public utility services at fields of electricity, water, transportation, communications and health drainage are considered from the most important requirements of the societal reform.

Eleventh: supporting culture and media: media means and communications have the primary role in the societal reform and in achieving the aspired media message, dedication of national, stationaries, protecting the national security, sticking to our national acquired rights and original values of the community, and working in accordance with the legal

frames that personify the responsible freedom with what reflects the civilized face of the community.

Twelfth: protecting the environment and supporting the survival: concern about environmental issues and working to make them permanent and conserving them, especially in the field of pollution of all its fields, and maintenance of the national natural resources are considered from the requirements of the societal reform.

Depending on the previous literature of the pillars of governorship and of the future imagination of the societal reform, and in light of non-centrality resulting from applying governorship and the democratic reforms, and the increasing demand of economic development, and the principle of enquiry in for on of local and foreign interest owners, the state local institutions new responsibilities differ very much from their classical roles. But dealing with concepts like governorship and economic development, regional competition, and the permanent and comprehensive development, demands destinies suit the local and regional integrated approaches of development. The destinies are unavailable all the time. Therefore, building the purposeful institutional ability to improve performance at these fields became an indispensable necessity. And the societal reform covers the integrated local and regional development, that gathers the horizontal integration among sectors and partners by vertical integration among the local, regional and international levels, through using strategic planning and integrated regional development attributed as two planning developmental instruments and this will lead to:

- Performing volunteering deeds and different initiatives serving the community.

- Investigating all the community needs to qualify their sons, especially people with special needs.
- Encouraging the scientific research, especially directed to the service of the community and treating its economic, social and environmental problems.
- Spreading the culture of constructive discussion, view and the other view inside the community, and the culture of invention and innovation.
- Spreading the environmental awareness and the best usage of the natural resources among categories of the community by different methods.
- Reservation of heritage with all its forms and colours, especially archaeological treasures made immortal by history.
- Supporting the directed developmental projects to the service of the community and the societal and productive projects and training the human cadres at places of work.
- Establishing the commercial projects, the small and minute ones represent an instrument to generate additional income sources, for the minute projects are more elastic and adaptive with haste changes from big companies, but at the individual level, starting a commercial work sometimes, forms the unique solution for certain sectors from the community such as women, youths and employees were public officials, but owners of small commercial initiatives, especially at early stages, abundantly they are in lack of information and necessary instruments to manage their commercial works. They are also in need of modern information about the market, so it is too important to find suitable frames that make support, consultancy and administrative instruments to those who show readiness to risk by starting commercial initiatives.

Recommendations

- Adopting the future outlook of governorship role in the societal reform.
- Completing the umbrella of legislations that aim at applying the concept of governorship at the different systems of the state, because of what this system has of importance to achieve the basic objective in protecting the public finance and developing it.
- Obliging all organizational units in the state by authorizing systems of comprehensive quality and qualifying its formulations to obtain the worldly specifications.
- Performing a periodical evaluation of the governorship principles due to the requirements of each stage.
- Supporting the controlling systems through the following procedures:
 - Guaranteeing their independence.
 - Supporting the authorities granted to them in accordance with the specialized regulations for each of them.
- Developing the regulations with what fits the requirements of the present stage, and fulfills the future stage needs.
- Obliging all systems of the state to specify requirements of the governorship, and seeking to apply them and do work in accordance with them.
- The vocational societies, organizations of the civil community and means of media start to submit definition of the governorship principles and the extent of their effect in supporting the infrastructure of the different institutions of the state.
- Enlarging the experiment of the administration board to cover all the administrative systems of the state, and it is confined to the public companies for the purpose of deepening the spirit of collective work,

especially what concerns strategic decision-making, and specifying the duties and authorities of both administration councils and the general manager accurately.

- Initiation of ministries of planning in cooperation with the universities and vocational and training centers of the following:
 - Doing a detailed and comprehensive study of the administrative structures of the institutions related to the state in light of the duties and fields of specialization worded on in the acting regulations.
 - Specifying places of weakness and points of defect in the machineries of institutions work and laying plans that concentrate on the treatment of this defect and developing performance.
 - Preparing educational and training programs and workshops for the state officials and at the different administrative levels for the purpose of qualifying them to fulfill requirements of correct performance of duties entrusted them and stir their awareness of the risks of corruption accompanying their occupations.
 - Putting a machinery to encourage initiatives, inventions and innovations.
- Obliging all systems of the state with the standards of proclamation, transparency and showing their work outputs on the public attributed as the first objective to whom all those systems seek to serve.
- Accreditation of the principle of administration by results, which tersely represents evaluation of administrations due to achieving their objectives through the previous stages.

Firstly: Arabic References

- Jordan Ministerial Statement (2013). “The Ministerial Statement of the present Jordanian government”. Submitted to the Parliament on 14th, April, 2013.
- Al-Aābed, George (2004). “Factors and Effects of Economic Growth and Development in Corruption and Good Government in the Arab Countries”, Beirut, Center for Studies of Arab Unity.
- Al-Ii’nizi, Saad (2005). “The Company Governorship Between the Advancement of Concept and Methodology of Practice”. A lecture delivered to doctorate program students, specialized in Business Administration, on the subject of Strategic Administration.
- Al-Ghalibi, Taher Muhsen & Al-Aamiri, Saleh Mahdi (2008). “Social Responsibility & Ethics of Labour and Community”, Amman, Dar Wael for Publication.
- Al-Fahdaw, Fahmi Khalifa (2007). “Good Government: a Strategic Choice for Administration – Towards Building a Community, the Association and Public Citizenship”, Al-Nahdah Journal, Faculty of Economics & Political Science – University of Cairo.
- Lebanese Electronic (2012). Scheme of Lebanese Government for the Economic and Social Reform (I). Available on the electronic site: www.elnshra.com.
- Hussein, Sondos Saadi (2006). Effect of Governorship of Companies in the Internal Auditing. The Arab Institute for Legal Auditors (a research submitted to obtain the certificate of legal auditing, Baghdad.
- Shibli, Sabri Ahmad (2013). “Role of Governorship in Administrative Reform” unpublished master degree dissertation, Faculty of Law & Politics/ Law Department, The Arab Academy in Denmark.

- Sharif, Atheer Anwar (2008). "Role of Governorship in the operation of Preparing the General Budget of the State in Iraq". A Study of economic and social development and fighting poverty" the United Nations, series of studies of fighting poverty 41, New York, the United States of America.
- Al-Taii, Ali Hassoun (2010). "Dimensions of the Local Governorship in Iraq: A Field Study in the Local Field of Al-Mahmoudeyad District", University of Baghdad/ Faculty of Administration & Economics, Baghdad, Iraq.
- Abdel Hafez, Shafeeq & Abdel Razzaq, Wisam (2009). "Role of Governorship in the Administrative Reform", University of Baghdad.
- Aazmi, Al-Akhdar (2008). "Effectively of Discreet Government (Governorship) in Motivating Companies" the First Scientific Conference About "Governorship of Companies" Its role in the economic reform. 15-16/11/2008. University of Damascus. Faculty of Economics.
- Ghannam, Aalaa (2012). Basic Notes About Health Sector Governorship. Available on the electronic Site www.shorouknews.com
- Kareem, Hasan (2004). "Concept of Good Government", Al-Mustaqbal Al-Aarabi Journal.
- Kalimat, Hammam Omar (2011). "Speech of the Throne, Ad-Dustour News paper 12/11/2011.
- Al-Muāsher, Marwan (2013). "Bread & Freedom Move Al-together". Karinghi Center for the Middle East, taken from the site of International Money Fund in the electronic site www.carnegie-mec.org

- Nasereddin, Yacoub Aādel (a: 2012). “Governorship and Its Dimensions and the Societal Reform”. A paper submitted to the comprehensive societal reform meeting – The Jordan Relief Corporation 24/3/2012.
- Nasereddin, Yacoub Aādel (b: 2012). “Governorship and the Societal Reform”. An essay published in Al-Ghad News paper on 31/6/2012. Available on the site www.alghad.com
- Nafaa, Hasan (2004). “Role of the International Institutions and Transparency Organizations in Fighting Corruption” Al-Mustaqbal Al-Aarabi.
- Al-Watan (2013). Labour Program of the Kuwaiti Government in Reforming the structure of Public Budget and Going on Procedures of Stopping Aspects of Wasting. Available on the electronic site www.alwatan.kuwait.
- Wahbi, Salem (2013). “Amendment of Reform Program After the Societal Debates”. Available on the electronic site www.economic.ahram.org.

Secondly: Foreign References:

- Alter, Rolf (2003). “**Public governance for investment public governance and territorial development**”, OECD Press, Paris.
- Diamong, G. (2012). The political economy of corporate governance reform in South Africa. “**South African Journal of business management**”, 43(1), p. 57-68, p.12.
- Gopalsamy, N. (1998). “**Corporate governance: The new paradigm**”, Wheeler, publishing , New Delhi.

- Hitt, A., Ireland R. Duane & Robert E. Hokinson (2003). “Strategic management, competitiveness and globalization, **Thomson, South-Western**, fifth edition.
- IFAC (2001). International federation of accountants, “**Governance in the public sector: a convening body perspective**”, International public sector study, No 13, New York, U.S.
- Kudo, Hiroko (2010). E-governance as strategy of public sector reform: peculiarity of Japanese it policy and its institutional origin. **Financial accountability & management**, 26(6), p. 65-84, p 20.
- Litan, Robert E. & et.al. (2002). “**Financial sector governance: The role of the public and private sectors**”, Brookings institution press Washington D.C.
- Matheson, Alex (2004). “Models public of budgeting and accounting reform”, OECD, **Journal on budgeting**, Vol. 2, Supplement, 4.
- Riley, Thomas, B. (2003). “**E-government V.S. E-governance examining the differences in a changing public sector climate**”, International tracking survey, No \$ Ottawa Canada.
- Sanan, Neet & Yadav, Sangeeta (2011). Corporate governance reforms and financial disclosures: A case of Indian companies. **IUP Journal of corporate governance**. 10(2), p. 62-81, p20, 9 Charts, 1 Graph.
- Scott, Charity (2011). A case study in collaborative governance: Health care law reform in Georgia. **Conflict resolution quarterly**. 28(4): p 441-463, p 23, 4 Charts.
- Shafritz, Jay, M. & Russell, E.M. (2000). **Introducing public administration**, Addison Wesley Longman, INC New York, U.S.
- Trapnell, Stephanie E. (2011). Actionable governance indicators: turning measurement into reform. **Hague Journal of the rule of law**, 39(2), p 317-348, p 32, 3 Diagrams, 6 Charts.

- Witesman, Eva & Wise, Charles (2012). The reformer's spirit: How public administrators fuel training in the skills of good governance. **Public administration review**. 72(5), p 710-720, p 11, 2 Charts.

AMEU