PUBLIC SECTOR MODERNIZATION

THE ROADMAP

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PUBLIC SECTOR MODERNIZATION: THE ROADMAP

1 INTRODUCTION

Jordan is a state of law and institutions, with a long and rich legacy in the sphere of public administration and public service delivery. This legacy is a source of pride for all Jordanians. However, as we venture into the second centenary of the foundation of the State of Jordan, we are required to undertake a comprehensive assessment of the performance of the public administration, and create a roadmap that considers the accelerating developments in the world in general and the public administration in particular, thus contributing to fulfilling the aspirations of citizens and institutions and all community members in an anticipatory manner. The ultimate objective of the public sector modernization roadmap is to develop a sustainable, advanced, enabled and qualified public sector to undertake its duties effectively and efficiently, in a manner that responds to the needs and expectations of citizens, while being flexible and responsive to address the future challenges and the rapid change in the role of the governments and the concept of government service delivery.

Moreover, modernizing public administration is one of the commitments of the current government that focused on three main priorities for the reform, which are political reform, administrative reform and economic reform.
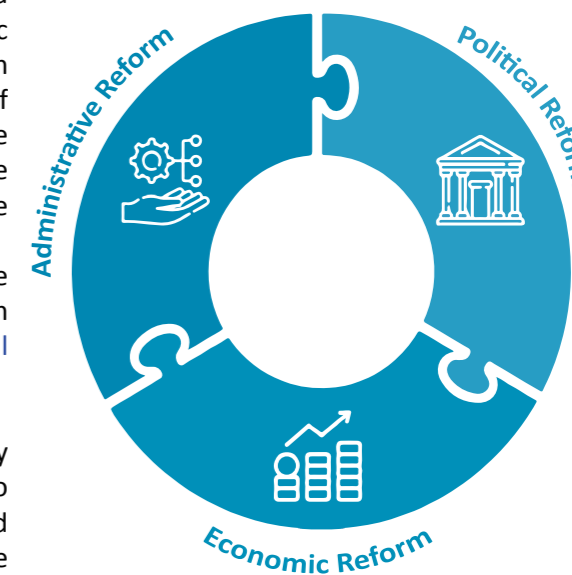
For the purpose of fulfilling the vision of His Majesty King Abdullah II bin Al-Hussein concerning the need to raise the quality of services offered to the citizens and improve the efficiency of public administration while addressing bureaucratic procedures, the Public Sector Modernization Committee was established on the 26th of December 2021. The Committee is chaired by the Prime Minister, with representatives from the public and private sectors alongside the civil society. Furthermore, the Committee developed a comprehensive roadmap to improve public administration, enhance the institutional approach in responding efficiently to domestic and global developments, and contribute effectively to achieving economic recovery, based on the principles of excellence, transparency and accountability, linking performance to results, and enhancing institutional integration and coordination. This is all within legislative frameworks that regulate public administration, and following an approach that keeps pace with the latest global developments and best practices, thus seeking to elevate services.

MEMBERS OF THE PUBLIC SECTOR MODERNIZATION COMMITTEE

H.E. Dr. Bisher Al Khasawneh
Prime Minister

H.E. Mrs. Badrieh Al Bilbeisi Human Resources and Public Sector Development Expert	H.E. Mrs. Nisreen Barakat Director of the Jordanian Strategy Forum	H.E. Mr. Naser Al Shraideh Minister of Planning and International Cooperation
H.E. Mr. Waddah Al Barqawi Private Sector	H.E. Mr. Sameh Al Naser Director of the Civil Service Bureau	H.E. Mr. Ibrahim Al Jazi Minister of State for Prime Ministry Affairs
H.E. Mr. Saad Al Muasher Private Sector	H.E. Mr. Qasem Abdo Director of the Legislation and Opinion Bureau	H.E. Mr. Nawaf Al Tal Minister of State for Government Follow-up and Coordination
H.E. Mrs. Samar Obeid Private Sector	H.E. Dr. Ibrahim Al Rawabdeh Director of the King Abdullah II Center for Excellence	H.E. Mr. Ahmad Al Hanandeh Minister of Digital Economy and Entrepreneurship

2 PUBLIC SECTOR MODERNIZATION COMMITTEE FRAMEWORK

2.1 MISSION

Work was carried out through three main pillars focused on improving the quality of services provided by the public sector to individuals and institutions, elevating the efficiency and effectiveness of institutional performance, and improving the legislation regulating public administration. Also, the work of the Committee was restricted to the government entities that fall under the Civil Service Bylaw which are 97 entities. However, the municipalities, the Armed Forced and security agencies were excluded.

The objectives of the three main pillars of the work of the Committee were identified as follows:

THE SERVICES PILLAR

This pillar aims to develop government services in a manner that fulfills the aspirations of citizens and enables them to access them smoothly through various channels, to ensure enhancing the quality of these services, expediting their digitalization, and simplifying their procedures.

THE INSTITUTIONS PILLAR

This pillar aims to advance the efficiency and effectiveness of the public sector, which entails developing organizational structures, enhancing the governance of institutions and legislative compliance, developing mechanisms for planning, evaluation and decision-making, building human resources and management capacities and recruiting and retaining qualified technical staff, and fostering an institutional culture that supports public service and productivity.

THE LEGISLATIONS PILLAR

This pillar aims to review the legislations regulating public administration and modernize it in line with best international practices to eliminate any overlaps or contradictions, and to consolidate the texts so that they are clear and practical when implemented with no room for ambiguity or exceptions.

The Committee mandate letter outlined some steps that must be followed to modernize the public sector, which can be summarized by the following:

Conducting an in-depth analysis of the current situation, an outline of the existing gaps, and an identification of the shortcomings and modernization areas in accordance with best practices and international indicators and standards.

Conducting a comprehensive review of the legislative environment regulating governmental work and its relevant bylaws, and providing the recommendations necessary for their development.

Examining the current organizational structures of ministries and government institutions, and the means to enhance coordination and complementarity, and identifying overlaps, and the potential for integration between them, in order to improve the efficiency of the optimal utilization of human and financial resources.
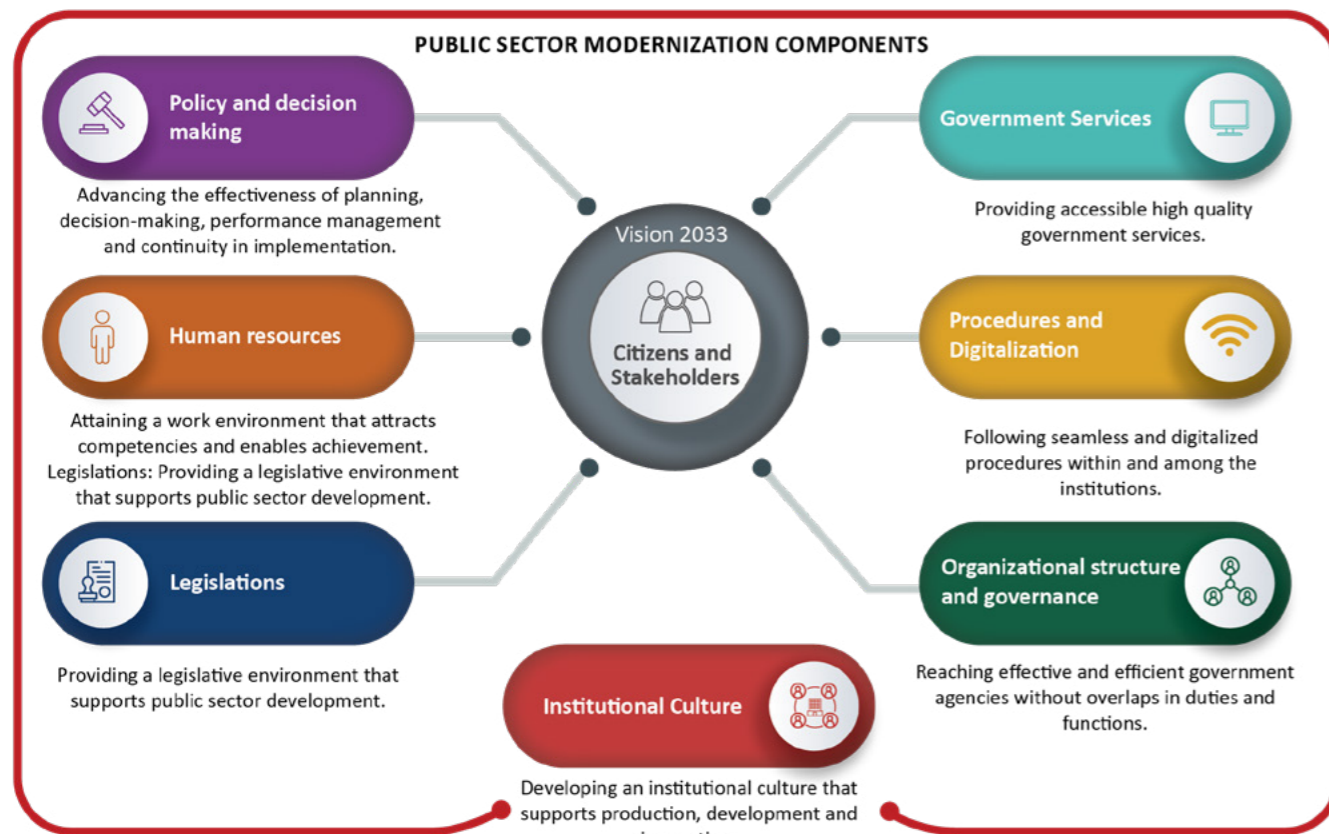
Reviewing the current level of government services, including e-services, and reviewing the quality and level of services provided to citizens to improve and develop them, and identifying the procedures necessary for that.

2.2 MODERNIZATION COMPONENTS

The Committee embarked on performing its mission by designing a framework focused on serving citizens and stakeholders, those interacting with the public sector, including individuals and institutions, in line with the outputs of the Economic Modernization Vision that was launched under Royal patronage on the 6th of June 2022. This framework was used to develop the public sector modernization roadmap and executive program 2022-2025 to achieve the ultimate objective of:

> "Reaching an enabled and effective public sector that operates as a single unit for developing Jordan and achieving the wellbeing of its citizens."

The framework contains seven main components: government services, procedures and digitalization, organizational structure and governance, policy and decision making, human resources, and legislation, in addition to a special component that supports all the other components, which is concerned with fostering the institutional culture and change management, so that the public administration is enabled and capable of developing, accomplishing and excelling. Detailed reports were drafted for each component with a description of the status quo and procedures and initiatives required for modernization. These will be published on the website of the public sector modernization program.

PUBLIC SECTOR MODERNIZATION COMPONENTS

Policy and decision making
Advancing the effectiveness of planning, decision-making, performance management and continuity in implementation.

Human resources
Attaining a work environment that attracts competencies and enables achievement.
Legislations: Providing a legislative environment that supports public sector development.

Legislations
Providing a legislative environment that supports public sector development.

Vision 2033
Citizens and Stakeholders

Government Services
Providing accessible high quality government services.

Procedures and Digitalization
Following seamless and digitalized procedures within and among the institutions.

Organizational structure and governance
Reaching effective and efficient government agencies without overlaps in duties and functions.

Institutional Culture
Developing an institutional culture that supports production, development and innovation.

2.3 WORK METHODOLOGY

Pursuant to the public sector modernization framework, the Committee adopted the following work methodology:

DESK REVIEW
There was a review of the available documents and studies, including national directions, previous development plans, outputs of existing projects and reports by international entities that provide technical assistance in the area of public sector development, in addition to performance evaluation reports issued by entities monitoring government performance, such as the King Abdullah II Award for Excellence, in order to build on development efforts and benefit from the lessons learned.

FORMING SPECIALIZED TASK FORCES
The Committee adopted a participatory approach in its work by forming specialized teams of technicians, experts, specialists and stakeholders according to the seven modernization components. These teams held meetings and discussion workshops, and conducted investigative studies and sector analyses for three citizen service sectors: health, education and water. They also conducted an assessment of the institutional culture, a "case study", in one of the ministries and its affiliated government bodies. These meetings included representatives of the private sector, civil society and other stakeholders to collect data and information, and to identify the current situation and existing shortcomings.
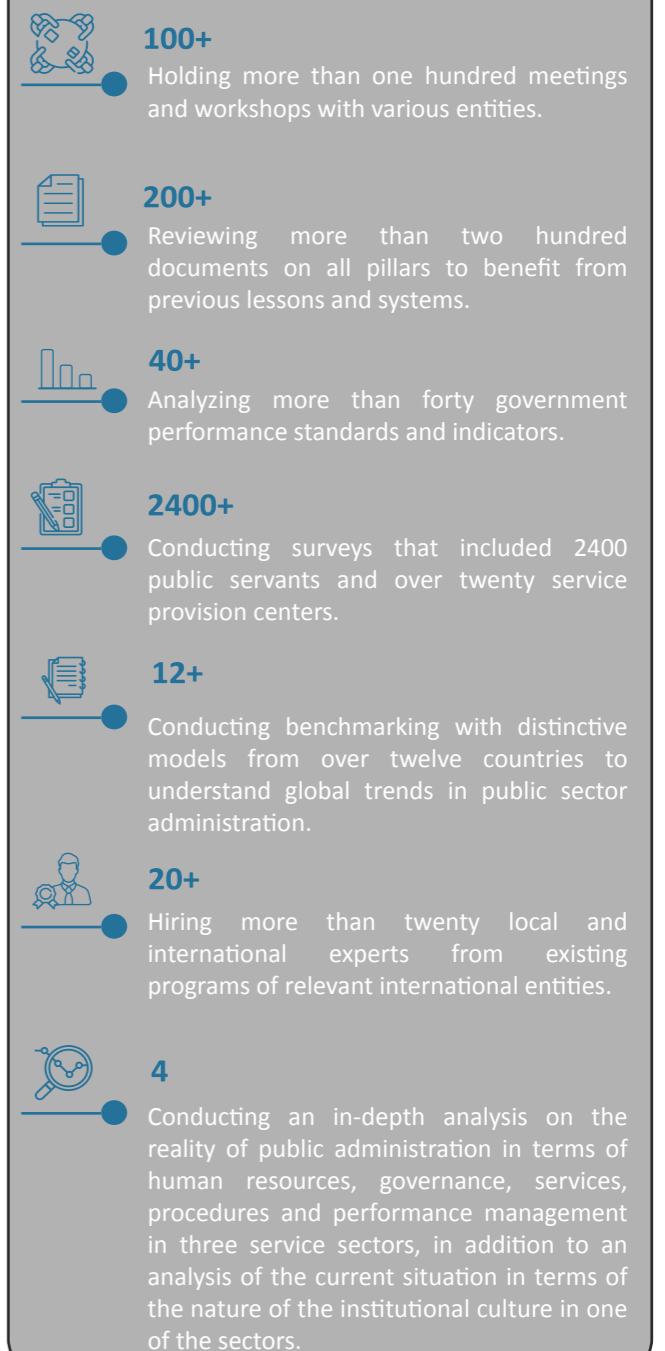
ANALYZING CHALLENGES AND IDENTIFYING FUTURE TRENDS
Based on the desk review outputs and consultation sessions, and guided by the best international practices of relevance to the Jordanian situation, the Committee analyzed the challenges and identified future trends, then agreed on the steps necessary to modernize the public sector, taking into account the limitations and available resources.

IDENTIFYING STRATEGIC OBJECTIVES
After agreeing on the future trends (aspirations) for each pillar of the seven components of the modernization framework, the Committee identified the strategic objectives to attain these aspirations and developed an action plan for the years 2022-2025, that includes the initiatives to fulfill these objectives. This was accompanied by a comprehensive streamlining of the various outputs within the seven components of the modernization framework, to ensure consistency and complementarity of the proposed initiatives.

WORK METHODOLOGY IN FIGURES

100+
Holding more than one hundred meetings and workshops with various entities.

200+
Reviewing more than two hundred documents on all pillars to benefit from previous lessons and systems.

40+
Analyzing more than forty government performance standards and indicators.

2400+
Conducting surveys that included 2400 public servants and over twenty service provision centers.

12+
Conducting benchmarking with distinctive models from over twelve countries to understand global trends in public sector administration.

20+
Hiring more than twenty local and international experts from existing programs of relevant international entities.

4
Conducting an in-depth analysis on the reality of public administration in terms of human resources, governance, services, procedures and performance management in three service sectors, in addition to an analysis of the current situation in terms of the nature of the institutional culture in one of the sectors.

3   PUBLIC SECTOR MODERNIZATION RATIONALE

There is a need to modernize the public sector to address internal challenges and local and global developments, which necessitates that the public administration follows an efficient work approach through which it can overcome these challenges, foresee the future and build on available opportunities.

3.1 INTERNAL CHALLENGES

The internal challenges are summarized by economic factors that impose a difficult reality on the budget of Jordan, modest global performance indicators that indicate a decline in the effectiveness of the government, and weak partnership with the private sector and civil society that leads to missing out on sustainable local development opportunities. Following are the most notable challenges:

3.1.1   ECONOMIC CHALLENGES

Today, Jordan is taking economic challenges as a starting point towards a new phase of positive change which reflects on citizens. Jordan has faced these challenges with determination and perseverance over previous years, however, these challenges have deepened further in the last two years due to the negative effects of the COVID pandemic.[1]

– **The growth rate of the gross domestic product (GDP)** during the recent years (2017-2021), as the Jordanian economy achieved modest growth rates that ranged between a minimum of -1.6% in 2020 and a maximum of 2.2% in 2021.

THE GROWTH RATE OF THE GROSS DOMESTIC PRODUCT (GDP)

%2.1 %1.9 %2.0

%2.2

%1.6-

2017   2018   2019   2020   2021
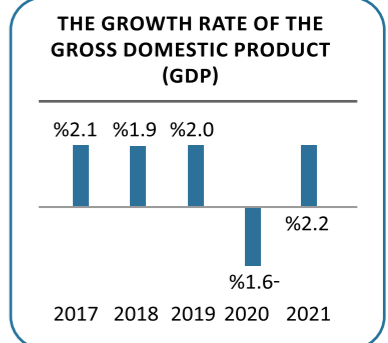
– **The index of persistent deficit in the trade balance to the GDP,** as the trade balance deficit constitutes one of the main obstacles to economic growth in Jordan. The ratio of the trade balance deficit to the GDP over the past five years ranged between a minimum of 22.3% in 2020 to a maximum of 31.9% in 2017.

THE TRADE BALANCE TO THE GDP

%31.9 %30.3 %25.6 %22.3 %28.8

2017   2018   2019   2020   2021

– **The budget deficit to the GDP** persisted at 8.4% in 2021 in light of the growing gap between total expenditures and total revenues, which totaled 2.53 billion JOD. Despite the improvement in the budget deficit in 2021, this deficit remains a structural problem plaguing the Jordanian economy. The ratio of deficit to GDP ranged over the last five years between a minimum of 5% in 2017 and a maximum of 10% in 2020.

THE BUDGET DEFICIT TO THE GDP

%5.0 %5.5 %6.1 %10.0 %8.4

2017   2018   2019   2020   2021
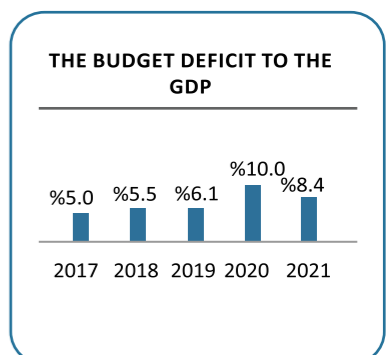
[1] Economic Indicators Chart, Jordan Strategy Forum 2021.

- These challenges are exacerbated by the sharp and continuous decline in **direct foreign investment flows** that decreased by 70% in value, as they reached 1.4 billion JOD in 2017 and reached their lowest value of 430 million JOD in 2021.
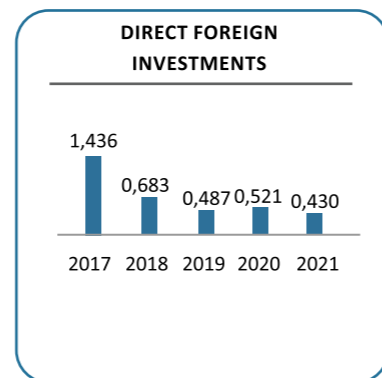
- The ongoing decrease **in the fixed capital formation index to GDP[2]** indicates a decrease in productivity at all levels, especially in light of the decrease in total public and private local investment to GDP in Jordan between 2011 and 2020.
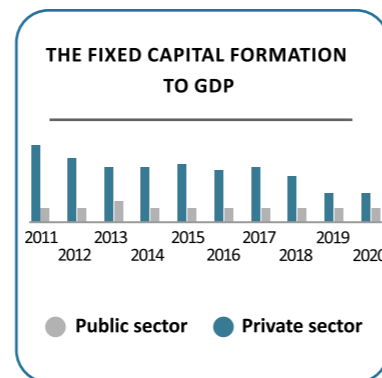
- Overall, this caused an increase in **the ratio of public debt to GDP,** which rose from 77.3% in 2017 to 95.1% in 2021, and the trajectory of public debt continues upwards in Jordan.
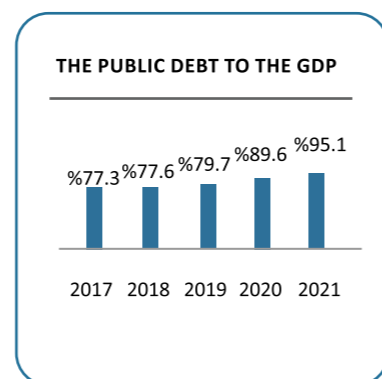
- **Unemployment rates** in Jordan increased to 24.1% in general, and to 47.7% for the youth aged between 15 and 24 in 2021. It is noteworthy that the rate of unemployment decreased from 25% in the first quarter of 2021 to 22.8% in the first quarter of 2022**.**
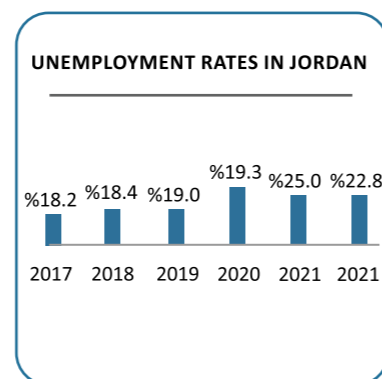
- This was generally reflected in **Jordan's falling ranking in the Global Competitiveness Report[3],** as it ranked 60.9/100 and ranked 70 among 141 countries in the year 2019**.**
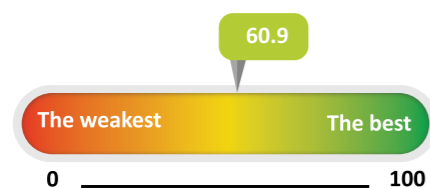
If we would like to overcome these challenges and move forward with determination towards change, we must enhance Jordan's global competitiveness, and its ability to attract foreign and local investments, and remove obstacles facing investors, which contributes to creating decent job opportunities for citizens.

DIRECT FOREIGN INVESTMENTS

1,436	0,683	0,487	0,521	0,430
2017	2018	2019	2020	2021

THE FIXED CAPITAL FORMATION TO GDP

2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

⬤ Public sector   ⬤ Private sector

THE PUBLIC DEBT TO THE GDP

%77.3	%77.6	%79.7	%89.6	%95.1
2017	2018	2019	2020	2021

60.9

The weakest ———————— The best

0 ———————— 100

UNEMPLOYMENT RATES IN JORDAN

%18.2	%18.4	%19.0	%19.3	%25.0	%22.8
2017	2018	2019	2020	2021	2021

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[2]Index on Legislative Restriction of Direct Foreign Investment, OECD, 2020.
[3]Global Competitiveness Index, World Economic Forum, 2019.

3.1.2   CHALLENGES TO PUBLIC SECTOR EFFICIENCY AND EFFECTIVENESS

In view of the absence of national indicators to measure the level of effectiveness and efficiency of the public administration and its institutions, relevant international indicators indicate the weak performance of Jordan in this regard. According to the World Governance indicators of the World Bank database of 2020, although Jordan's ranking improved in the "Rule of Law" Index capturing the confidence of citizens in the quality of contract enforcement, property rights, policing as well as courts, "citizen confidence in the government" remains poor. Moreover, the perceptions on the quality of governance in Jordan have not actually improved. The "Government Effectiveness" has declined compared with the quality of public services, civil services and their independence from political pressures (Wasta = nepotism and favoritism), the quality of policy drafting and enforcement, and the credibility of the government's commitment to these policies. Furthermore, there was a decline in the "Regulatory Quality" Index capturing the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development, and Jordan's ranking in the "Control of Corruption" Index and the extent to which public power is exercised for private gain also declined. Also, Jordan's performance in the "E-government Development" Index was average. The details of Jordan's performance in those indicators are as follows:

- Regulatory Quality: Despite the significant progress made by Jordan in the quality of legislation indicator to become 0.23 in 2020 compared with 0.03 in 2019, Jordan's ranking still requires further improvement.

0.23

The weakest   The best

-2.5 ———————— 2.5

- Control of Corruption: Work to combat corruption must continue, as Jordan's ranking in this indicator is still low, as it declined from 0.11 in 2019 to 0.07 in 2020.

0.07

The weakest   The best

-2.5 ———————— 2.5
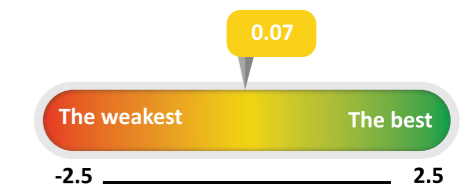
- The Rule of Law: Despite the progress achieved by Jordan in the rule of law indicator to become 0.21 in 2020 compared with 0.14 in 2019, Jordan's ranking still requires improvement.

0.21

The weakest   The best

-2.5 ———————— 2.5

- Participation and Accountability: Work must continue to improve participation and accountability, as Jordan's ranking in this indicator regressed from -0.69 in 2019 to -0.75 in 2020.

-0.75

The weakest   The best

-2.5 ———————— 2.5

- Public Trust in the Government: The percentage of Jordanians who trust the government was 43.3% in 2021 compared with 38.9% in 2019. Despite the increase in percentage in 2021, it does not meet the aspiration.

43%

The weakest   The best

0 ————————— 100
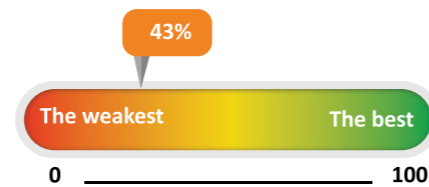
- E-Government Development[4]: Jordan ranked 117 among 193 countries with a score of 53.1/100 in the E-Government Development Index for the year 2020.

53.1%

The weakest   The best

0 ————————— 100

- Government effectiveness[5]: Despite the progress in Jordan's performance in the Government Effectiveness Index which became 0.11 in 2020 compared with 0.10 in 2019, its ranking is still low.

11%

The weakest   The best

0 ————————— 100

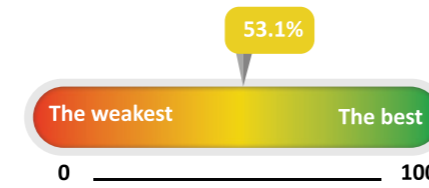There is no doubt that the public administration is in dire need today of effective public institutions, that translate national visions to policies, plans and programs that maintain the health and security of citizens and enhance their productivity and prosperity, overseen by responsible and competent civil employees who work to develop public services, deliver them in an ideal manner and support the evidence and results-based decision and policymaking processes, and enhance the confidence of the citizens in the institutions.

### 3.1.3   CHALLENGES OF PARTNERSHIP WITH THE PRIVATE SECTOR

The partnership between the public and private sectors is an essential factor in promoting local development, attracting investments, achieving growth, and enhancing performance efficiency. The report issued by the World Bank, "Benchmarking Infrastructure Development 2020," which evaluates the performance of countries in public-private partnership projects, indicates that Jordan needs to make further efforts to strengthen this partnership.

Jordan's ranking in the subsidiary indicators of this report, according to the implementation phases of these projects, was low in general in the various phases of partnership. Jordan demonstrated a weaker performance than the regional and global averages in the indicator capturing the stage of "bidding and awarding of tenders", while Jordan's performance surpassed regional and international averages in the "contract management" indicator. Moreover, its performance was close to the regional and global averages in the indicator on "responding to project proposals from the private sector". Despite this, Jordan's performance was tangibly weak in the "project preparation" phase, which is the most important and essential stage to guarantee the success of those partnerships. Jordan's performance in those indicators can be summarized as follows:

- Project preparation phase: Jordan's performance was weak in this indicator compared with the regional average which was 33/100, and the global average which was 44/100. Jordan scored 19/100 in 2020.

19

The weakest   The best

0 ————————— 100

- Tender bidding and awarding phase: Jordan's performance was weaker than the regional average which was 55/100 and the global average which was 63/100. Jordan scored 50/100 in 2020.

50

The weakest   The best

0 ————————— 100
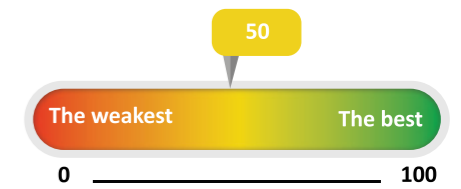
- Contract management phase: Jordan's performance was slightly better than the regional average which was 61/100 and the global average which was 63/100. Jordan scored 66/100 in 2020.

66

The weakest   The best

0 ————————— 100
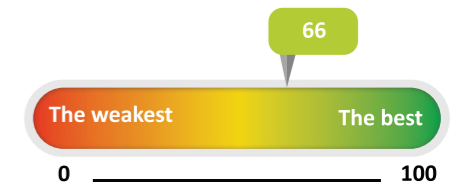
- Response to projects proposed by the private sector: Jordan's performance was equal to the regional average and slightly exceeding the global average which was 57/100, as Jordan scored 58/100 in 2020.

58

The weakest   The best

0 ————————— 100

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[4]Citizen's trust in the government, Arab Barometer.
[5]Electronic government development indicator, Economic and Social Affairs Directorate at the UN of 2020

3.2 INTERNAL CHALLENGES

In addition to the aforementioned, Jordanian governments face numerous domestic and global recent developments that force it to adapt to the new global reality, like most countries of the world, which prompts it to expedite the change process and adopt effective mechanisms that improve performance. Some of these developments are:

CHANGES IN THE ROLE OF THE GOVERNMENT

Many governments around the world undergo a transformation in their role towards empowerment to achieve social and economic wellbeing for citizens. The economic, social and technological developments created significant change in the volume and type of government interventions necessary to address these developments and their requirements. The role of the government is no longer restricted to providing services to citizens, but rather to develop and regulate the various sectors by providing the legislative and procedural environment, infrastructure, technology and human resources necessary to build a competitive advantage in the various sectors, thus reflecting on promoting investment and enhancing competitiveness. Moreover, governments today operate in a complex world and face many challenges that make them continuously in need of development and improvement to be more effective in their service provision and management of daily operations with flexibility and agility. Furthermore, this change in the role of the governments is accompanied by a change in the way the public administration works and its foundations and priorities, which requires the re-identification of the nature of government duties and responsibilities within a comprehensive view of the role of relevant bodies like civil society organizations and the private sector, in addition to establishing systems, mechanisms and alternative business models that contribute to improving the efficiency and effectiveness of the government agencies, reducing costs and ensuring the government has the competencies and skills necessary to handle the regulatory challenges and those that accompany its service provision.

RISING LEVEL OF CITIZEN AWARENESS AND EXPECTATIONS

The changes in the expectations of citizens concerning the quality and comprehensiveness of services offered, and the transparent availability of relevant information on these services, require the government to change the current concept and method of managing its operations and data and providing services, and its mechanisms of responding to citizen needs. Moreover, citizen expectations have rapidly turned towards government services that are more responsive to their needs, innovative and effective, and that are provided on a basis of equal treatment, equal opportunity and ensure satisfaction, because they are service recipients and taxpayers. Thus, the citizens' relationship with the government – through which their impressions are created – is mostly formed through the services received, as citizens are primarily concerned with the results of the reform process on the services received, regardless of any work done on regulatory and procedural aspects.

TECHNOLOGICAL PROGRESS

Today, the world is moving towards E-governments and digital services using the most advanced technological means and modern technology, whether in data analysis or information safety and security, foreseeing the future, employing technology to streamline and simplify procedures, achieving complementarity in service provision among government institutions, improving government performance, increasing citizen satisfaction levels and positively influencing the efficiency and effectiveness of allocation and expenditure of resources.

RESTRICTIONS IMPOSED BY THE BUDGET AND MACROECONOMICS

The government pursues self-reliance, however, the ongoing budget deficit, the increasing gap between government revenues and expenditures, and decreased volume of foreign grants and assistance imposes a new reality, in which governments are forced to contain deficit growth at rates lower than the economic growth targeted for the coming years, to avoid any repercussions on the national economy in general, through policymaking and establishing innovative procedures and measures that enhance the efficiency of government expenditure, improve productivity and raise the quality of services to reach a public sector that is more capable and efficient to continue providing services and improving their level.

FOCUSING ON ACCOUNTABILITY AND TRANSPARENCY

The public administration no longer works in isolation from users and service recipients, including individuals and institutions. There is a significant increase in the level of demand for accountability and transparency in information and procedures. Social media platforms that are available to the public have played a big role in communicating these demands to the concerned entities and tracking procedures taken in their regard, as well as holding the government accountable for the outcomes of those procedures, which imposes on the governments the need to be open and transparent with the citizens and adopt clear foundations for reward and punishment.

INFLUENCE OF GLOBAL EVENTS

The significant and ongoing effects of global events on the local reality and their role in exacerbating internal challenges have become an essential factor that must be planned ahead and handled efficiently. For example, the large increase in Jordan's population over the past years due to the consecutive forced migrations in addition to the natural increase in birth rates have led to a large and noticeable increase in government services. Today, the government provides services to large numbers of people that exceed the planned figures, and with an infrastructure that is not suitably equipped, and a general orientation to control spending, which reflected negatively on the level of service provision and the satisfaction of service recipients. Thus, it is necessary to work on tracking global events and monitoring their impact on Jordan, and to take proactive measures to address them.

3.3 INTERNAL CHALLENGES

The local and external elements of change have prompted many countries around the world to transition from the "regular" approach in modernizing the public sector to the "transformative" approach that simulates the future of those countries, in their attempt to develop a modern public sector that is effective and efficient in performance and keeps pace with developments. Moreover, there are many differences between modernizing the public sector based on the "regular" approach, and the modernizing based on the "transformative" approach, as detailed in the table below for six main components of the public sector modernization framework[6]:

"Regular" approach to modernization

Government Services

- Standardized services.
- One-stop government.
- Multichannel delivery.
- User informed.
- Citizen Experience / Trust.

"Transformative" approach to modernization

- Government of one (personal experience of service recipient).
- No-touch government (immediate digital service provision).
- Once-only government (one time government services through the service provider).
- Omni-Channel Delivery.
- Life events (services designed according to citizen's life events).

Procedures and Digitalization

- Shared services for support operations.
- Automation of procedures and processes.
- Competitive outsourcing to a specialized entity outside of the Government.
- Efficient in-house processes.

- Integrated center office .
- As-a-service "Acquisition".
- Public sector digital factories.
- Cognitive automation.

"Regular" approach to modernization

Organizational Structure and Governance

- Structure aesigned around sectors or Functions.

"Transformative" approach to modernization

- Structure designed around clusters of citizens' priorities.

Policy and Decision Making

- Decisions and policies based on Cost-Benefit Analysis.
- Decisions and policies based on stakeholder consultation.
- Randomized control trials .
- Implementation viability analysis.

- Anticipatory government in decision-making and addressing challenges.
- Crowdsourced and distributed policymaking.
- Making scenarios to simulate decision and policy impact before the process of decision-making and policymaking (Government by Simulation.)
- AI-based scenario analysis .
- Evidence-based policymaking.

[6] Economic Indicators Chart, Jordan Strategy Forum 2021.

"Regular" approach to modernization

Human Resources

- Lifetime civil service.
- One-dimensional workforce.
- Rigid job classification.
- Human vs. machine.

"Transformative" approach to modernization

- Talent cloud.
- Human-machine collaboration.
- Just-in-Time civil service.
- Open talent spectrum.
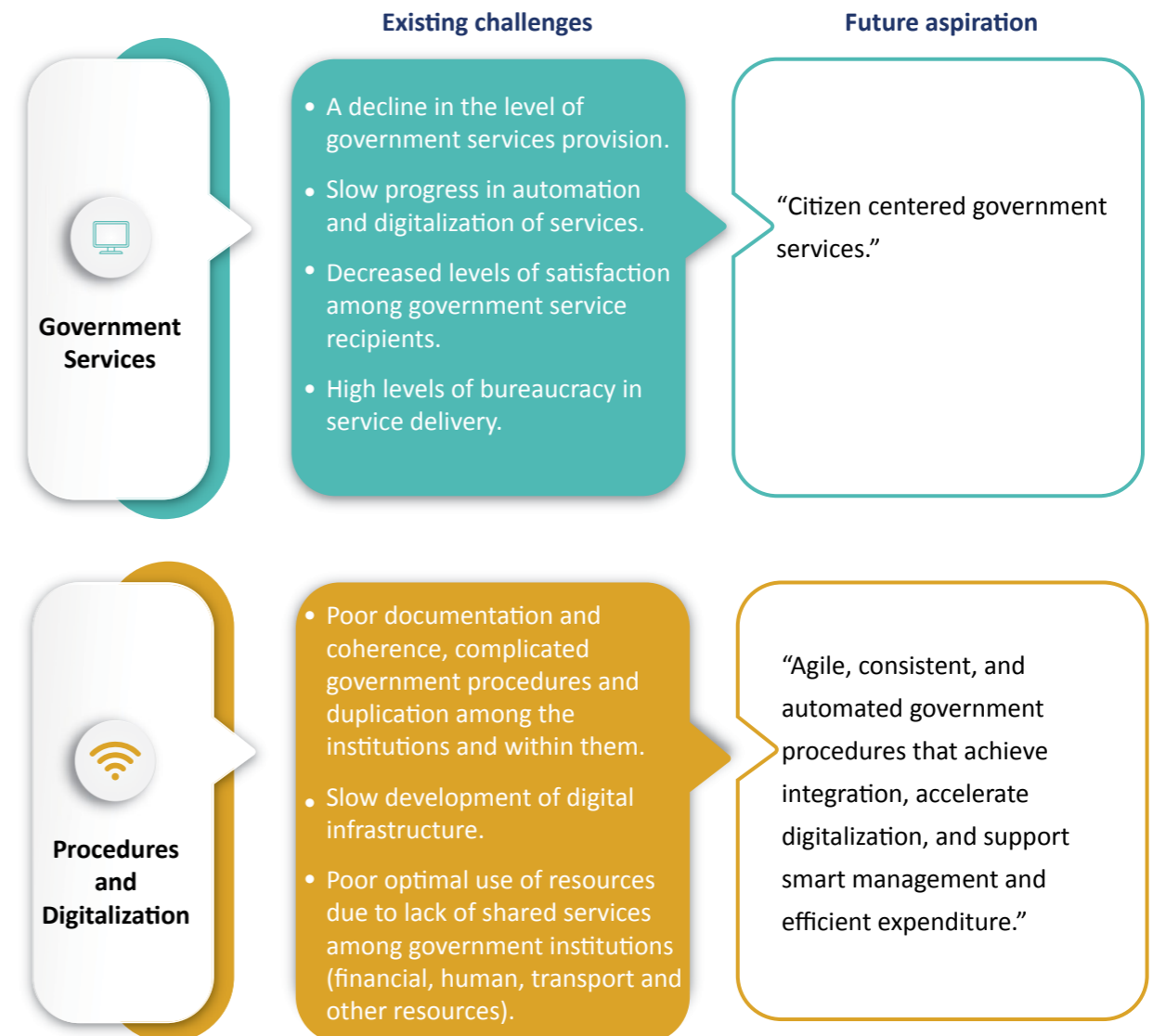- Adaptive workplaces.

Legislations

- Standardized regulations.
- Protective regulations.
- Cost-benefit analysis.
- One-in/one-out regulatory offsetting.

- Risk-based regulation.
- Positive enforcement strategies.
- Legislation as Ccode.
- RegTech for regulators.
- Touchless compliance.

4   PUBLIC SECTOR MODERNIZATION ROADMAP

4.1 FUTURE ASPIRATIONS

In light of the in-depth analysis of the reality of public administration in Jordan, and after examining the internal and external challenges facing it, and reviewing the best global practices in modernizing public administration, and based on the outputs of the Economic Modernization Vision and the overall vision drafted by the Committee at the onset of its work to modernize the public sector by reaching "an enabled and effective public sector that operates as a single unit for developing Jordan and achieving the wellbeing of its citizens", the Committee identified the future directions that the public administration aspires for, according to each component of the modernization framework components. It is noteworthy that all details relevant to the analysis of the current situation and future directions for each component of the modernization framework are contained in separate reports attached to this report. The following table summarizes the most prominent challenges and future aspirations for each of them:

	Existing challenges	Future aspiration
Government Services	• A decline in the level of government services provision. • Slow progress in automation and digitalization of services. • Decreased levels of satisfaction among government service recipients. • High levels of bureaucracy in service delivery.	"Citizen centered government services."
Procedures and Digitalization	• Poor documentation and coherence, complicated government procedures and duplication among the institutions and within them. • Slow development of digital infrastructure. • Poor optimal use of resources due to lack of shared services among government institutions (financial, human, transport and other resources).	"Agile, consistent, and automated government procedures that achieve integration, accelerate digitalization, and support smart management and efficient expenditure."

Existing challenges

Future aspiration

Organizational Structure and Governance

- Typical government structure that does not address existing challenges and future aspirations.
- Overlapping and duplication in many roles among the government entities.
- Poor compliance with governance standards.
- Duplication in the roles of oversight and accountability.

"A flexible and efficient government structure designed around citizen priorities, and complies with the foundations of good governance and enhances transparency and accountability."

Policy and Decision Making

- Lack of complementarity and consistency between plans and strategies and the continuity in their implementation.
- Lack of proper implementation of plans and strategies, and their alignment with the budget and human resources plans.
- Weak evaluation, performance monitoring and impact assessment processes.

"Adopting interconnected, cross-government proactive plans in a participatory and inclusive manner, and using digitalization, simulation and impact assessment to support evidence-based decision-making and policymaking."

Human Resources

- Poor level of efficiency and productivity.
- Poor concept of career and professional development.
- Weak empowerment and limited focus on performance management and the culture of accountability, and the lack of an effective mechanism for reward and punishment.
- Poor human resource plans based on objectives and priorities.
- Weak leadership and middle management.
- Limited ability to attract and retain competencies.

"Enabled and responsible competencies, including effective and specialized leaders and talents who are ready for the future and capable of improving performance and achieving national visions and priorities, and are employed, managed and retained as needed on the basis of equal opportunities and merit, which contributes to strengthening the principle of reward and punishment."

Existing challenges

Future aspiration

Legislation

- Poor alignment of some existing legislation with current challenges, developments and future risks.
- Weak compliance with some legislation.
- Some legislations are ambiguous and duplicative.

"Legislation supportive of positive change and that is forward-looking, makes use of technology, and ensures immediate compliance with best standards and countering risks."

Institutional culture

- Weak compliance with the code of institutional values.
- Lack of focus on a citizen service culture.
- Lack of an environment that is conducive to change, development and innovation.
- Limited programs that support institutional culture transformation.

"An institutional culture motivated to serve citizens and promote an environment that supports transformation and innovation."

4.2 SUCCESS PILLARS AND FOUNDATIONS

In light of the desired change to reach "an enabled and effective public sector that operates as a single unit for developing Jordan and achieving the wellbeing of its citizens", and according to the future aspirations of each of the public sector modernization components, the public sector modernization program relies on some basic foundations and pillars to guarantee its success.

CITIZEN CENTERED

Governments were established to serve citizens, and thus citizens must be the focus of the government when developing policies and services, by providing tools to hear the voices of citizens and determine their attitudes on policies and public issues, and learning about their needs and expectations from the services provided, and engaging them in finding solutions to challenges, and redesigning government services to raise the level of these expectations, in addition to making available the policies and information that enable them to be real partners in government decision-making and implementation tracking, and communicating when conducting change to measure their impressions and satisfaction with the level of service provision. In this program, when there is a reference to citizens and stakeholders, it would refer to individuals, households, employees, investors, enterprises, non-profit organizations, international organizations, and visitors and tourists.
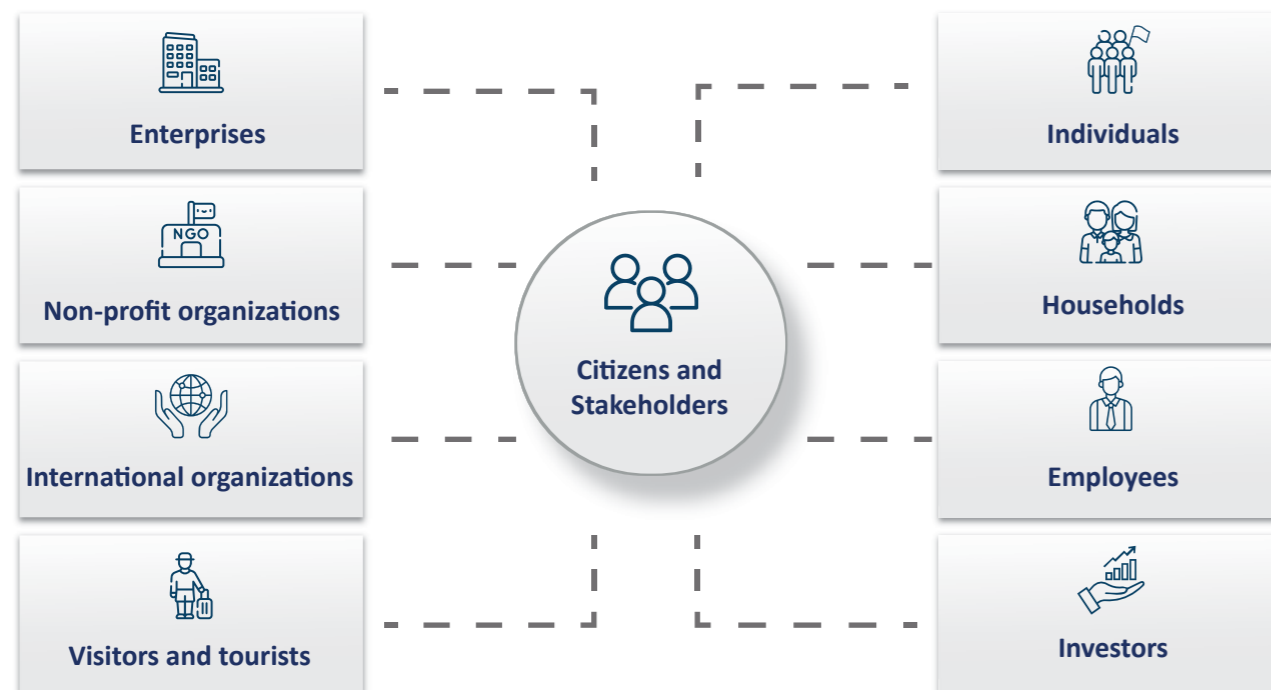
TRANSITION TOWARDS A WHOLE-OF-GOVERNMENT CONCEPT

This is done in order to enhance the principle of complementarity and internal partnership among the government institutions in providing services for citizens; so that these institutions operate as an integral part of a comprehensive working system within a regulatory, procedural and cultural environment that outlines their roles and responsibilities, removes overlapping and duplication in functions and duties, encourages cooperation and utilization of smooth coordination and communication tools, and works as a single reference for the citizens in providing horizontal services, which contributes to coordinating public policies, their complementarity, and the achievement of their objectives at the sectoral and national levels, and offering better services that observe the principles of availability and equality and improving the efficiency of access to services, and reducing the burdens on citizens to access these services.

EFFICIENCY AND EFFECTIVENESS OF PUBLIC ADMINISTRATION

Creating a public administration that is committed to rationalizing its current expenditure on one hand, and increasing its productivity and continuity in providing public services and raising their level on the other hand; so that improving productivity and achieving real savings is a duty and responsibility of the government institutions, their managers and their staff, and a standard of measuring performance and excellence. This is done through maximizing benefit from government spending so that management costs are proportionate to outcomes, and through halting financial waste resulting from the misuse of available resources by addressing duplication and redundancy in functions.

PROACTIVITY AND READINESS FOR THE FUTURE

A government administration that is able to anticipate future challenges and requirements, and prepare for them by identifying opportunities, developing scenarios and handling risks, in addition to predicting levels of increasing demand for services and applying the concept of proactive planning to save resources, as well as the enabling factors necessary for the government to provide these services in accordance with indicators based on prediction and data analysis tools.

PROMPT RESPONSE AND FLEXIBILITY

Government institutions that are capable of changing their systems and mechanisms of operation, managing their daily operations and addressing and adapting to regulatory challenges, by enhancing the culture of continuous development and improvement and supporting department capacities and their empowerment in this field, in addition to enabling and developing government management at various levels with regard to the new concept of government work, and enhancing their capacities to find innovative solutions and successfully handle regulatory challenges and service provision.

RESULTS-ORIENTED AND IMPACT-DRIVEN

Transitioning from the traditional concept of focusing on activities and operations to focusing on the outcomes achieved from implementing these activities and operations and their impact on the quality of life of citizens and the community; by establishing a comprehensive system of sectoral and institutional objectives and indicators derived from the national objectives and supporting them, and linking individual performance with institutional performance, in addition to fostering the legislative, regulatory and institutional environment necessary to manage government performance, and activating accountability and motivation mechanisms linked to the levels of performance achieved at the level of outcomes.

TRANSPARENCY AND ACCOUNTABILITY

Ongoing communication with citizens and partners, enhancing principles of transparency, openness and the culture of performance, clarity in procedures and availability of relevant information, and applying the concepts of good governance, integrity and accountability in decision-making and service provision.

DIGITALIZATION AND INNOVATION

It includes adopting innovative solutions that maximize efficiency, cost reducing digital systems, and automated, smooth and innovative procedures that remove administrative burdens, simplify procedures, and change typical business models, and creating alternative and innovative mechanisms of operation that help the government to perform its duties and responsibilities and raise the level of services offered.
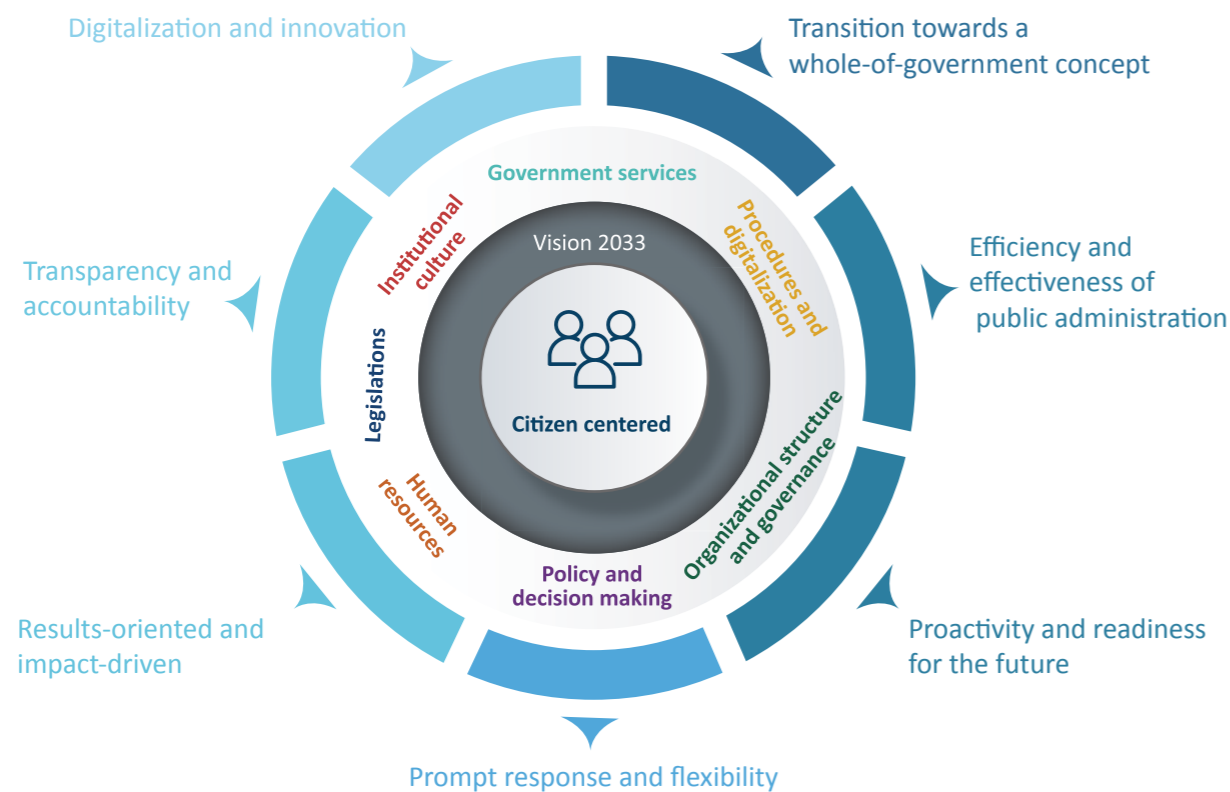
4.3 STRATEGIC OBJECTIVES

The Public Sector Modernization Vision seeks to achieve 33 strategic objectives which constitute the roadmap for modernizing the public sector for the next ten years, and they fall under the seven components of the modernization framework. The executive program for modernizing the Public Sector (2022 - 2025) included (206) procedures and initiatives that will be implemented in the first phase of the roadmap. Moreover, a comprehensive evaluation of the program will be conducted, and the achievements and lessons learned from the initiatives will be monitored, in order to develop the second phase of the program for the years (2026-2029), followed by a comprehensive assessment of the second phase of the program at the end of 2029 in order to design a third phase and identifying the suitable initiatives for the period (2030-2033).

The strategic objectives are distributed according to the components of the public sector modernization framework, as follows:

GOVERNMENT SERVICES
This includes 4 strategic objectives and 30 initiatives:

Integrated and interconnected government services characterized by accessibility, speedy implementation and smooth procedures.

An institutional culture centered on serving citizens and their experience in obtaining services, that is based on training, qualification, accountability, reward and motivation.

Complete digital transition of government services.

Sustaining modernization and continuous improvement of services.

PROCEDURES AND DIGITALIZATION
This includes 4 strategic objectives and 9 initiatives:

Re-engineering government operations procedures to simplify, streamline and automate them as much as possible within and inter-agencies.

Enabling government agencies with existing shared services to provide flexibility, improve quality and user satisfaction and reduce costs.

Digitalization of government operations to enhance the work of the public sector administration as a single unit that serves citizens in a comprehensive and integrated manner through the available window.

Identifying and designing new shared government services that create value for users, are flexible, standardize procedures and reduce costs.

ORGANIZATIONAL STRUCTURE AND GOVERNANCE
This includes 7 strategic objectives and 54 initiatives:

Achieving an agile, uncomplicated, integrated and efficient organizational and government structures that are citizen centered.

Achieving a participatory and cooperative approach between government agencies to achieve and monitor shared national objectives, whereby coordination takes place between ministries according to tasks to achieve the priorities and meet the needs of citizens and the state, and aligning the policymaking and decision-making processes.

Improving public administration to enhance individual and institutional performance and develop government services.

Strengthening the compliance of the regulatory authorities with the foundations of governance, ensuring the prevention of duplication and integration in regulatory work and achieving government commitment to agreed-upon international standards.

Developing and amending the existing legislations, laws and bylaws, in addition to developing the Civil Service Bylaw.

Establishing a regulatory system to monitor the government performance levels that links national, sectoral, institutional and individual objectives with the directions and strategic vision of the government.

Establishing a public institutional framework that is focused on women empowerment and providing the necessary resources and capacities to enhance their political and economic participation.

POLICY AND DECISION MAKING
This includes 6 strategic objectives and 42 initiatives:

Adopting the proactive and participatory approach of the government in evidence-based policy and decision-making, and adhering to the methodological frameworks established in accordance with best practices.

Providing the public sector with human resources trained in developing public policies, and using technology in policy and decision-making in a more efficient, effective and participatory manner.

Developing a comprehensive government framework for the strategic planning process and adhering to it and to its implementation requirements.

Involving citizens and stakeholders within and outside the public sector and developing effective partnerships with scientific and research centers and academic institutions to contribute to measuring the impact.

Transitioning to an approach to develop long-term national cross-governmental visions, including coherent and consistent sectoral plans.

Developing, computerizing and implementing the unified government performance management system to ensure that indicators are linked at the individual, institutional, sectoral and national levels and to promote the principle of results-oriented management and performance agreements.

HUMAN RESOURCES
This includes 8 strategic objectives and 35 initiatives:

Civil Service and Talent Management

A Civil Service that is flexible, more effective and responsive to changes, and that fulfills the actual needs in terms of size and nature of competencies, in order to improve performance and preparedness for the future.

A Civil Service that is able to select and appoint the required competencies and diversify their sources according to principles of merit, competitiveness, transparency and equal opportunity, to promptly fulfill the needs of departments and provide them with the necessary competencies and skills in order to raise the performance and fulfill the priorities.

Creating a modern and enabling work environment that provides opportunities for promotion and career and professional growth, and fosters the culture of accountability and motivation associated with performance and achieving results, which contributes to attracting and retaining competencies and improving the satisfaction levels of employees.

Civil Service employees that are able to perform their duties efficiently and effectively, and who have future specialized and digital competencies with strategic and innovative skills in order to keep pace with the change in public administration methods.

Enhancing the efficiency and governance of the human resource management in the Civil Service, and enabling it to perform its expected strategic role to advance government performance.

Management

Fostering an environment that supports and enables leaders to achieve the expected objectives and outcomes as soon as they assume positions, by promoting the culture of result-oriented performance, adopting performance-based accountability and motivation policies, and granting powers and providing continuous development and learning.

Promoting the role of women and their participation in various government departments and institutions, and increasing the percentage of women occupying leadership positions in the public sector.

Improving the ability to recruit individuals who are qualified to assume leadership positions, and developing the new generation of future and young leaders who have the competencies and practical experience necessary to compete for leadership positions, in order to ensure the sustainability of meeting government needs for competent leaders who are trained in a systematic manner that is consistent with the vision of the government.

LEGISLATION
This includes 2 strategic objectives and 22 initiatives:

Launching a fast track to review, update and align legislation to ensure the implementation of the public sector modernization program.

Enhancing compliance by enacting laws, regulations, instructions, and foundations of monitoring and accountability.

INSTITUTIONAL CULTURE
This includes 2 strategic objectives and 14 initiatives:

Building an institutional culture and work environment that promote commitment and accountability, and ensure the successful implementation of the modernization roadmap.

Institutional capacities that are enabled to lead the change and promote commitment to institutional values.

SUMMARY OF OBJECTIVES

"An enabled and effective public sector that operates as a single unit for developing Jordan and achieving the wellbeing of citizens."

"AN ENABLED AND EFFECTIVE PUBLIC SECTOR THAT OPERATES AS A SINGLE UNIT **FOR DEVELOPING JORDAN AND ACHIEVING THE WELLBEING OF CITIZENS."**

Components

1. The Services Pillar	2. The Institutions Pillar	2. The Institutions Pillar	3. The Legislations Pillar

| 1.1 Government services | 1.2 Procedures and digitalization | 2.1 Organizational structure and governance | 2.2 Policy and decision making | 2.3 Human Resources | 2.4 Institutional Culture | 3.1 Legislations |

Aspirations

1.1 Citizen-centered government services

1.2 Agile, consistent and automated government procedures that achieve integration, accelerate digitalization, and support smart management and efficient expenditure

2.1 A flexible and efficient government structure designed around citizen priorities, and complies with the foundations of good governance and enhances transparency and accountability

2.2 Adopting interconnected, cross-government proactive plans in a participatory and inclusive manner, and using digitalization, simulation and impact assessment to support evidence-based decision-making and policy-making

2.3 Enabled and responsible competencies, including effective and specialized leaders and talents who are ready for the future and capable of improving performance and achieving national visions and priorities, and are employed, managed and retained as needed on the basis of equal opportunities and merit, which contributes to strengthening the principle of reward and punishment

2.4 An institutional culture motivated to serve citizens and promote an environment that supports transformation and innovation

3.1 Legislation supportive of positive change and that is forward-looking, makes use of technology, and ensures immediate compliance with best standards and countering risks

Strategic Objectives

1.1.1 Integrated and interconnected government services characterized by accessibility, speedy implementation and smooth procedures.

1.1.2 Complete digital transition of government services.

1.1.3 An institutional culture centered on serving citizens and their experience in obtaining services, that is based on training, qualification, accountability, reward and motivation.

1.1.4 Sustaining modernization and continuous improvement of services.

1.2.1 Re-engineering government operations procedures to simplify, streamline and automate them as much as possible within and inter-agencies.

1.2.2 Digitalization of government operations to enhance the work of the public sector administration as a single unit that serves citizens in a comprehensive and integrated manner through the available window.

1.2.3 Enabling government agencies with existing shared services to provide flexibility, improve quality and user satisfaction and reduce costs.

1.2.4 Identifying and designing new shared government services that create value for users, are flexible, standardize procedures and reduce costs.

2.1.1 Achieving an agile, uncomplicated, integrated and efficient organizational and government structures that are citizen centered.

2.1.2 Achieving a participatory and cooperative approach between government agencies to achieve and monitor shared national objectives, whereby coordination takes place between ministries according to tasks to achieve the priorities and meet the needs of citizens and the state, and aligning the policymaking and decision-making processes.

2.1.3 Strengthening the compliance of the regulatory authorities with the foundations of governance, ensuring the prevention of duplication and integration in regulatory work and achieving government commitment to agreed-upon international standards.

2.1.4 Developing and amending the existing legislations, laws and bylaws, in addition to developing the Civil Service Bylaw.

2.1.5 Improving public administration to enhance individual and institutional performance and develop government services.

2.1.6 Establishing a regulatory system to monitor the government performance levels that links national, sectoral, institutional and individual objectives with the directions and strategic vision of the government.

2.1.7 Establishing a public institutional framework that is focused on women empowerment and providing the necessary resources and capacities to enhance their political and economic participation.

2.2.1 Adopting the proactive and participatory approach of the government in evidence-based policy and decision-making, and adhering to the methodological frameworks established in accordance with best practices.

2.2.2 Involving citizens and stakeholders within and outside the public sector and developing effective partnerships with scientific and research centers and academic institutions to contribute to policy and decision making.

2.2.3 Providing the public sector with human resources trained in developing public policies, and using technology in policy and decision-making in a more efficient, effective and participatory manner.

2.2.4 Transitioning to an approach to develop long-term national cross-governmental visions, including coherent and consistent sectoral plans.

2.2.5 Developing a comprehensive government framework for the strategic planning process and adhering to it and to its implementation requirements, provided that it entails a mechanism for government performance oversight at all levels.

2.2.6 Developing, computerizing and implementing the unified government performance management system to ensure that indicators are linked at the individual, institutional, sectoral and national levels and to promote the principle of results-oriented management and performance agreements.

2.3.1 A Civil Service that is flexible, more effective and responsive to changes, and that fits the actual needs in terms of size and nature of competencies, in order to improve performance and preparedness for the future.

2.3.2 A Civil Service that is able to select and appoint the required competencies and diversify their sources according to principles of merit, competitiveness, transparency and equal opportunity, to promptly fulfill the needs of departments and provide them with the necessary competencies and skills in order to raise the performance and fulfill the priorities.

2.3.3 Creating a modern and enabling work environment that provides opportunities for promotion and career and professional growth, and fosters the culture of accountability and motivation associated with performance and achieving results, which contributes to attracting and retaining competencies and improving the satisfaction levels of employees.

2.3.4 Civil Service employees that are able to perform their duties efficiently and effectively, and who have future specialized and digital competencies with strategic and innovative skills in order to keep pace with the change in public administration methods.

2.3.5 Enhancing the efficiency and governance of the human resource management in the Civil Service, and enabling it to perform its expected strategic role to advance government performance.

2.3.6 Improving the ability to recruit individuals who are qualified to assume leadership positions, and preparing the new generation of future and young leaders who have the competencies and practical experience necessary to compete for leadership positions, in order to ensure the sustainability of meeting government needs by competent leaders who are trained in a systematic manner that is consistent with the vision of the government.

2.3.7 Fostering an environment that supports and enables managers to achieve the expected objectives and outcomes as soon as they assume positions, by promoting the culture of result-oriented performance, adopting performance-based accountability and motivation policies, and granting powers and providing continuous development and learning.

2.3.8 Promoting the role of women and their participation in various government departments and institutions, and increasing the percentage of women occupying leadership positions in the public sector.
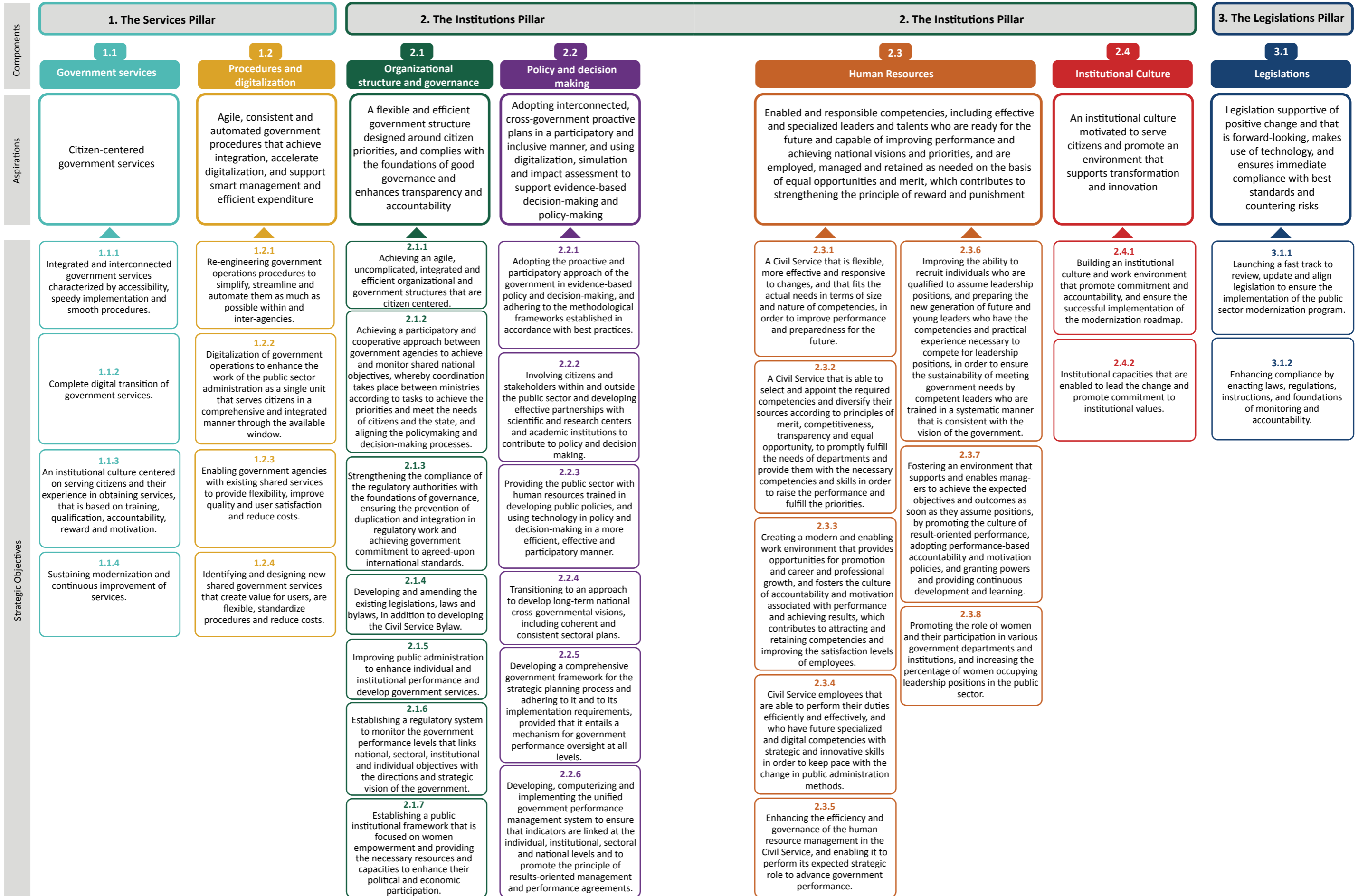
2.4.1 Building an institutional culture and work environment that promote commitment and accountability, and ensure the successful implementation of the modernization roadmap.

2.4.2 Institutional capacities that are enabled to lead the change and promote commitment to institutional values.

3.1.1 Launching a fast track to review, update and align legislation to ensure the implementation of the public sector modernization program.

3.1.2 Enhancing compliance by enacting laws, regulations, instructions, and foundations of monitoring and accountability.

MAIN INITIATIVES OF THE EXECUTIVE PROGRAM OF THE PUBLIC SECTOR MODERNIZATION 2022-2025

Following are the main initiatives that will be implemented within the seven modernization components.

Annex "A" includes the executive program details, including all procedures and initiatives.

2022

- Automation and digitalization of 20% of services.

- Operating the first One-Stop Shop (OSS) in Al-Mqablain.

- The unified national registry for data (individuals, institutions, residents).

- The unified national registry for services.

- Developing the government payment system.

- Starting the establishment of a government data center to support the existing one.

- Developing the fiber-optic network.

- Launching the digital ID and activating digital documents.

- Customer Service Charter.

- Accessibility to data and documents (Information by Default).

- An integrated mechanism to measure service performance level and receive feedback from citizens.

- Launching the unified government platform (website).

- Establishing the Service and Public Administration Commission for the governance of government services.

2023

- Automation and digitalization of 40% of services.

- Improving services that involve direct contact with citizens and business environments (the target is 25 government institutions).

- A system that enables service providers and holds them accountable.

- Publishing all data related to government services on the open government data platform.

- Full activation of the digital signature for government transactions, and activation of two million digital IDs.

- Starting the implementation of the unified public resources management system and the billing and tax revenue system.

- Starting the establishment and operation of 15 One-Stop Shops.

- Publishing periodic reports on service levels (accountability, linking individual and institutional performance, and management assessment).

2024

- Automation and digitalization of 60% of services.

- Operationalizing One-Stop Shops, at a rate of one in each governorate, and starting to establish additional 5 OSSs, and giving the private sector the opportunity to operate 5 OSSs.

- Full transition to digital payments in the public sector.

- Implementing the iris recognition and customer journey in priority service centers.

- Starting to offer investment opportunities in OSSs, and giving the private sector the opportunity to operate them.

- Engaging the private sector through PPP and BOT in digital transformation.

- Launching the open government data platform.

2025

- Reaching 3.5 million activated digital IDs.

- Adopting new tools that are based on future technology in accordance with the accelerating change in this field (AI, IOT, big data).

- Finalizing the automation and digitalization of all services.

- Whole of Government (No Wrong Door).

- Service Development Sustainability and Governance Plan (monitoring, improvement and development).

- 50% transition to cloud computing.

2022

- Reviewing, evaluating and simplifying the support operations and procedures, and setting an action plan to create the necessary digital infrastructure, and service management strategy and system.

- Automation and digitalization of support operations and operational procedures (End-to-End) at a rate of 20% according to the digital transformation strategy.

- Examining (evaluating) the services that are jointly provided.

- Evaluating and updating the operational models of government institutions with existing shared services, as well as their governance frameworks and service design, in addition to developing and activating the full implementation of services and their quality standards.

- Identifying the new shared government services within three to five specific areas of work (large ministries, sectors), and conducting feasibility studies that include different alternatives in the design and implementation of those services, and proposing governance structures and operational models for each of them.

- Building and developing capacities in the field of shared services provision, and training on new procedures and systems.

2023

- Automation and digitalization of support operations and operational procedures (End-to-End) at a rate of 40% according to the digital transformation strategy.

- Full implementation of the approved development action plans and competency-raising programs to develop the existing shared services and implement any proposed amendments to the structure of government institutions with existing shared services.

- Endorsing legislations and policies for the new shared government services in accordance with the governance structures and the operational models established for each of them, and implementing them according to the timeline stated in the detailed action plans, and starting the implementation of the digital transformation strategy for the existing and new shared services.

2024

- Automation and digitalization of support operations and operational procedures (End-to-End) at a rate of 60% according to the digital transformation strategy.

- Evaluating the costs, benefits and extent of delivery in the development plans with existing shared services to ensure effective full implementation.

- Monitoring the extent of implementation of the operational action plans and change plans for the new shared services, and taking the necessary measures to enhance them while implementing the digital transformation strategy for the new shared services, and measuring service performance according to the signed performance agreements.

- Developing new policies that entail the use of future technology and any new innovations and unconventional methods in the provision of existing and new shared services.

2025

- Completing the implementation of digitalization procedures in accordance with the digital transformation strategy for the years 2021- 2025 and its amendments (End-to-End).

- Endorsing new policies to utilize future technology and any new innovations and unconventional methods in the provision of existing and new shared services.

- Assessing the effectiveness of spending on new shared services, and identifying their feasibility, and taking the necessary measures to enhance them while establishing three to five work areas for new shared services and their governance frameworks.

2022

- A governance model to develop the work of regulatory agencies, in order to enhance partnership with the private sector in government services provision.

- Continuing to develop and re-evaluate the integrity, transparency and accountability systems.

- Forming four groups comprising of members from ministries and institutions that play a supportive role in achieving the objectives of the vision, and allowing them to work flexibly under the supervision and oversight of four ministerial teams and according to executive plans and unified performance indicators, and identifying specific responsibilities for each group to achieve a participatory and cooperative approach between government institutions so that they work together in harmony and effectiveness, in order to achieve the shared national objectives of the Economic Modernization Vision and monitor its achievements.

2023

- Identifying clear and applicable roles and responsibilities in the integrity, transparency and accountability system that enhances the discretionary power and preventive role of the internal control units.

- Establishing the Ministry of Culture and Youth by merging the two ministries to establish a complementary and homogeneous relationship in youth care that focuses on physical fitness, sports skills and intellectual and cultural aspects, and promoting integration between tasks and roles and optimal use of all resources.

- Establishing a unit in the Ministry of Planning and International Cooperation and assigning it the tasks of national policymaking, developing scenarios, foreseeing the future, and managing knowledge in order to enhance policymaking among various institutions based on national priorities, and enabling the implementation of strategies and building on them, and supporting decision-making that is fact and evidence-based and impact-oriented.

2023

- Ensuring the implementation of the public sector modernization roadmap, and monitoring the expected deliverables in the executive program through forming a ministerial committee to oversee the public sector modernization, and establishing a unit to manage and implement the public sector modernization and digital transformation program (PMIO), and enabling the Civil Service Bureau to become responsible for the development process in the public administration, and changing its name to the "Service and Public Administration Commission". In addition to assigning the Performance Monitoring and Delivery Unit at the Prime Ministry to monitor the implementation of the Public Sector Modernization Program; and the implementation of the Economic Modernization Vision and the delivery of government services.

- Establishing the Ministry of Government Communication to act as an administrative umbrella to develop the government's media policy and keep abreast of changes and developments in modern communication tools and channels, in addition to transferring the affiliation of the Jordan News Agency and Jordan Radio and Television Corporation to this Ministry, and restructuring these two institutions so that the government becomes capable of communicating effectively with citizens and stakeholders.

2024

- Abolishing the Ministry of Labor and transferring its functions to the Ministry of Interior, the Ministry of Industry, Trade and Supply, the Ministry of Education and the Human Resources Department to achieve consistency and harmony in the work of the relevant ministries, for the purpose of achieving optimum efficiency and effectiveness and facilitating the provision of services to citizens.

- Establishing the Ministry of Education and Human Resource Development by merging the Ministry of Higher Education and Scientific Research with the Ministry of Education, and transferring some education-related functions from other agencies to the Ministry, with the aim

2024

of unifying the references responsible for setting educational policies, in addition to supporting the lifelong learning path, and guiding the citizen's education and working life at all stages, in accordance with the evolving and changing needs of the labor market.

- A comprehensive implementation of the non-conflict of interest policy for all institutions and individuals in the public administration.

- Applying the governance model to regulatory bodies, starting with the energy sector.

- Building technical and institutional capacities for regulatory bodies.

- Developing a set of powers that enables the public administration to take decisions at various levels.

- Considering transforming the Higher Health Council into a regulatory oversight body for the public and private health sector, with the aim of regulating the public and private health sector and monitoring the quality of health services, including hospitals and public and private health centers in accordance with international and Jordanian standards.

- Establishing the Ministry of Infrastructure Services by merging the Ministry of Transport and the Ministry of Public Works and Housing with the aim of unifying the references for policymaking and coordinating plans and investing in infrastructure and transport, and maximizing the utilization of resources in order to improve the quality of life for citizens, as there is a strong link between infrastructure and economic and social development, which in turn contributes to long-term growth and poverty reduction.

- Taking some institutional measures with the aim of developing the business environment, enhancing integration between various institutions, encouraging local and foreign investments, and enhancing partnership with the private sector, by selecting the Companies Control Department as the unified reference to register all economic activities, in addition to

2024

enabling the Ministry of Investment and developing its technical and administrative capabilities, and enhancing the capacity of the Public-Private Partnership Unit in the Ministry of Investment.

- Restructuring the Department of Statistics to become an interactive national statistics center for data collection, policymaking, scenario development, decision-making and future foresight, and to serve as an umbrella for the sustainable provision of all types of information, data and sectoral indicators in a timely manner.

2025

- Applying the governance model to other regulatory bodies (food and drug agencies, etc.).

- Finalizing the application of the developed organizational structure, including the centralization of shared services.

- Standardizing the reference for accreditation and quality control for various educational institutions.

- Transitioning towards the concept of providing integrated care which includes health, social and nutritional care.

- Unifying the references for policymaking, coordinating plans and investing in infrastructure, housing, urban development and transportation, and maximizing the utilization of resources.

- Standardizing references for registering companies and associations.

- Establishing an interactive national statistics center that supports data collection, policymaking, scenario development, decision-making and future foresight.

POLICY AND DECISION MAKING

2022

- Developing mechanisms to enhance partnership with the private sector in policymaking.
- Developing a comprehensive government framework for strategic planning that includes planning, implementation and performance monitoring mechanisms.
- Developing the work of the Performance Monitoring and Delivery Unit at the Prime Ministry, and providing it with the needed capabilities.

2023

- Establishing a national policymaking unit at the Ministry of Planning and International Cooperation, and designing an integrated process for policymaking.
- Developing the set of powers, decisions and policies listed under each government agency and administrative level.
- Developing a system of good practices and impact assessment.
- Establishing partnerships with research centers and academic institutions for the purpose of supporting impact measurement.
- Assigning the National Policymaking Unit to develop a plan for building technical capabilities to study the pre-impact (simulation) and post impact of various policies, legislations and decisions.
- Developing the technical capabilities of the units concerned with institutional strategic planning in government agencies to translate national and sectoral visions at the institutional level.
- Developing the unified government performance system to ensure linking indicators at the institutional, sectoral and national levels.
- Developing a mechanism to monitor the national performance of the various indicators in international reports, and drafting an annual report in this regard.

2024

- Developing and applying a unified electronic system that supports strategic planning processes at various levels.
- Applying the system of good practices and impact measurement.
- Developing and applying an electronic system to support the impact measurement and decision-making processes.
- Developing and applying an electronic system for managing unified government performance and linking it to the electronic system for strategic planning.

2025

- A phased transition to the application of an integrated system for developing open policies that enhance citizen participation in decision-making.
- Reviewing and evaluating systems of strategic planning and unified performance management to keep abreast with relevant developments.
- Conducting prospective studies to develop future scenarios as an input to modernize national visions.

HUMAN RESOURCES

2022

- Re-governance and restructuring of the bodies responsible for managing human resources and public service, and enhancing their capabilities to pave the way for the establishment of the Service and Public Administration Commission.
- Launching a program to hone the digital skills of employees and managers to support the digital transformation environment (Digital Literacy).
- Establishing a government competency assessment center to enhance the efficiency of competency measurement (in phases).
- Continue implementing the Cabinet's reform package of decisions for the year 2019 by moving from waiting lists to open advertising and competitive examinations, up until the discontinuation of working on the Bureau's inventory in 2027.
- Adopting the leadership competency framework as a unified and innovative framework that contains the characteristics of the required leader, and considering it a basis for selecting managers, managing their performance, promoting and qualifying them, and managing talents.
- Developing a unified system to manage the performance of government leaders, and that adopts the concept of performance agreements, and aims to achieve results and priorities, and making it a basis for motivation and accountability.
- Developing a system for the selection, promotion and succession of executive managers based on the standards of merit, competitiveness transparency, and fair and equal treatment of employees of both genders.

2023

- Gradual transition from a human resource management system that is based on classification according to categories, to a position-based system, and continue working with it until the end of 2025.
- A competitive recruitment system based on merit and competency, and the principle of reward and punishment for new employees.
- Institutional human resource plans based on workload studies and priorities.
- Forming government support teams, and launching the virtual clouds of specialized expertise (Talent Clouds) as innovative tools to promptly provide the competencies needed (in phases).
- Launching a capacity building program for employees working in the areas of public administration, development and digital transformation, and launching mechanisms for horizontal communication.
- Introducing the King Abdullah II Bin Al Hussein Program for Qualifying Government Leaders.
- Introducing the Prince Al Hussein Bin Abdullah Program for Young Government Leaders (Fast Track for Leadership Development).
- Launching the first phase of the continuous development and learning program for current leaders, targeting 1500 government and executive leaders.

HUMAN RESOURCES

2024

- A set of modern procedures and policies that keep pace with the transformation in human resource management.

- Decentralized appointment under the supervision of the Service and Public Administration Commission.

- Completing the development of the functional competencies frameworks, and the application of professional, leadership and career paths and the talent management system.

- Distributing qualified employees transparently and fairly according to job requirements and workload.

- Launching the second phase of the continuous development and learning program for existing leaders and targeting 2000 government and executive managers.

- Launching the second round of the government and youth leadership qualification programs.

2025

- Completing the application of the individual performance management system related to institutional performance, and transitioning to the performance management methodology of the Balanced Scorecard System.

- Prospective maps to keep pace with the needs of future government jobs.

- An integrated technological system to enhance planning and management of human resources in government institutions.

- Full adoption of human resources management, including a new recruitment and appointment system according to job classification (Position Based System) for technical and critical functions.

- Launching the third phase of the continuous development and learning program for existing leaders, and targeting 2000 government and executive managers.

- Launching the third round of the government and youth leadership qualification programs.

- Applying talent management policies and procedures to graduates of the government leadership and fast track program.

- Implementing and transferring the findings of studies on delegation of powers, which contributes to enabling middle managements in the civil service.

LEGISLATIONS

2022

- Finalizing the legislative framework for the establishment of the Service and Public Administration Commission, and the institutional arrangements for government performance monitoring units.

- Developing an integrated set of legislations to develop the public service and the organizational structures of institutions, managements and government services.

- A comprehensive law that attracts investment and stimulates the business environment.

- Finalizing the adoption of a bylaw to ensure continuity of work and delivery by establishing a framework for the process of transferring responsibilities and tasks when making any changes in leadership positions (ministers, secretaries and general managers) (Handover & Transition Bylaw).

- Amending the Civil Service Bylaw No. 9 of 2020 to ensure outlining the work outputs of the human resources and talent management component.

2024

- An innovative system of good practices and impact measurement to improve policymaking and decision-making.

- An integrated set of legislations that enhances governance, compliance, and the separation between the regulatory and executive roles (the energy and communications sectors, etc.).

2023

- A modern law for the Ministry of Planning and International Cooperation that enhances the concept of strategic planning and management of performance indicators.

- Modern legislations to enable the service sectors (health, education, water, energy, transport, agriculture and social development).

- An integrated system for the management of government leaders.

2025

- A mechanism that enables the government to access legislations that keep pace with future changes and challenges.

- Legislations based on a positive change approach and compliance with laws without the need to present identification papers and documents (Touchless Compliance).

- Integrated technological systems to strengthen legislation management, development and the rule of law (RegTech).

2022

- Assigning the Service and Public Administration Commission the tasks of managing the initiatives for developing institutional culture and coordinating with all relevant entities.

- Launching the institutional culture guide in the public sector to determine the necessary criteria for the target future culture to evaluate some government agencies.

- Preparing the first phase of the institutional culture development path.

- Designating ministerial work teams and relevant parties concerned with the institutional culture development path.

- Launching an awareness plan on the importance of change, its components, requirements and initiatives, by learning from the good practices in this field.

2024

- Announcing the results of measuring the government indicator "Institutional Culture Development" to show the strategic transformation in the culture and management that is perceived in all government institutions.

- Implementing the second phase of the institutional culture development path, and preparing the institutional culture development path for the remaining government agencies.

2023

- Reviewing and amending legislations on institutional culture governance, especially regulations on human resources to ensure that incentives are linked to performance results.

- Implementing the first phase of the institutional culture development path and preparing the second phase of the path.

- Launching the first and second phases of the initiative "Together for Change/First session" in government agencies, with the purpose of exchanging knowledge and guidance and benefiting from lessons learned in the first phase.

- Launching institutional development programs for leaders and new employees in government agencies within their career paths.

- Launching an award for the best change leader and the best change team that achieved the most and improved performance for reform initiatives - the first session.

- Launching a government indicator entitled "Institutional Culture Development" to measure the performance results of the change in the institutional culture of the whole of government, and conducting this measurement annually.

2025

- Announcing the results of measuring the government indicator "Institutional Culture Development" to show the strategic transformation in the culture and management that is perceived in all government institutions.

- Launching an award for the best change leader and the best change team that achieved the most and improved performance for reform initiatives - the second session.

- Completing the institutional culture development path for the remaining government agencies.

5 MECHANISM FOR IMPLEMENTATION, MONITORING AND EVALUATION

The implementation of the public sector modernization roadmap will be done through the assignment of a ministerial committee that will be tasked to oversee the implementation of the roadmap and its executive programs. The committee shall monitor the achievement in each phase of implementation, and evaluate the performance of the program, and supervise the development of any subsequent executive programs according to the implementation phases of the roadmap.

Moreover, the entities concerned with implementing the initiatives according to the program and framework components were identified. Each entity responsible for implementation shall submit delivery reports to the Performance Monitoring and Delivery Unit at the Prime Ministry, which in turn submits them to the ministerial committee supervising the program.

Furthermore, a specialized unit will be established in the Prime Ministry to manage and implement the Public Sector Modernization and Digital Transformation Program (PMIO). It will be in charge of managing and implementing the program, including the accompanying communication plan and program to enhance institutional culture and change management. Noting that in 2025, there will be a comprehensive study to assess the performance and impact of the Executive Program (2022-2025), and to design the second phase of the public sector modernization program.

The following figure shows the main work areas of the program according to the components of the public sector modernization, and the entities entrusted with implementing the initiatives emanating from the executive program:

THE HIGHER MINISTERIAL COMMITTEE MONITORING THE IMPLEMENTATION OF THE PUBLIC SECTOR MODERNIZATION EXECUTIVE PROGRAM
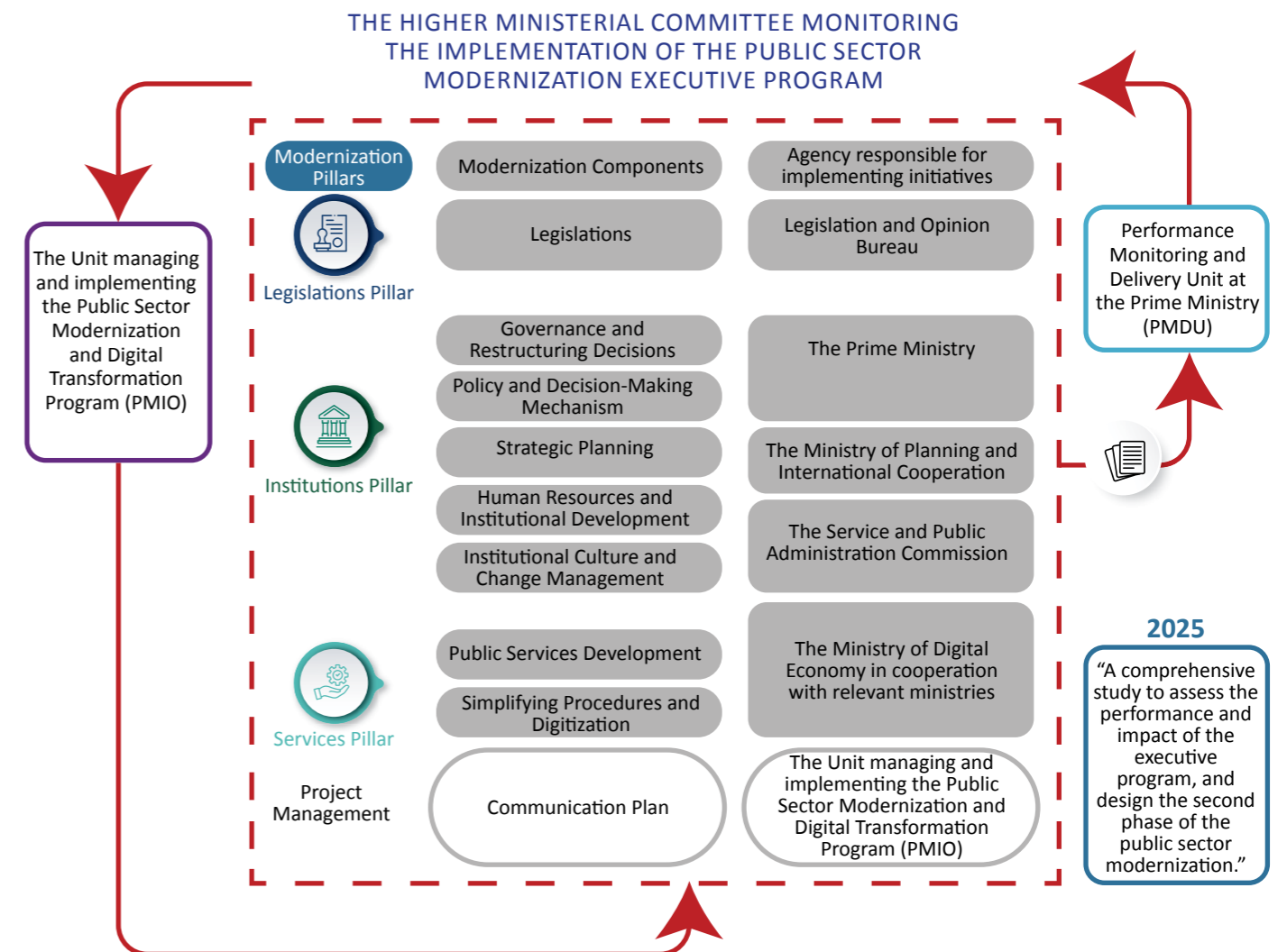
6   COMMUNICATION PLAN (2022-2025)

The implementation of the Executive Program of the Public Sector Modernization (2022-2025) depends on the implementation of a communication plan with the various target entities in the program, and in cooperation with consultants in this field to ensure that the elements of the program are clearly communicated, and that its objectives and messages are clearly delivered, while getting feedback to make the necessary amendments to the program in order to promote a participatory approach in implementation. This will be conducted through several successive phases that build on the outputs from each phase according to the following mechanism:

Identifying the target groups, communication requirements and messages

Identifying the target groups (public sector, private sector, media, citizens, other relevant agencies), and developing communication messages and their requirements to clarify the objectives of the modernization program.

Reflecting feedback on the communication plan and the executive program

Continuous update of the program based on implementation results, feedback and lessons learned.

COMMUNICATION PLAN 2022-2025

Developing the communication plan and the appropriate tools to implement it

Developing a comprehensive plan that clarifies the objectives, concepts and initiatives of the program, and ensures that the program is understood and clear to recipients to ensure implementation. In addition to designing and developing appropriate communication tools to ensure monitoring the feedback of the public.

Monitoring feedback

By listening to various perspectives, receiving feedback on the program, and analyzing feedback from public opinion inputs.

Implementing the communication process

By launching various messages through several available channels including digital platforms, targeted training, consultative meetings, discussions and other tools.

ANNEX "A"

DETAILED EXECUTIVE PROGRAM OF THE PUBLIC SECTOR MODERNIZATION 2022-2025

GOVERNMENT SERVICES

2022	2023	2024	2025

- Approving the "Government Services Development Bylaw" and reviewing the related legislations and policies.
- Developing the "Government Services Management and Development Strategy" and launching it in an integrated manner with the digital transformation strategy.
- Operationalizing the first One-Stop Shop (OSS) in "Al-Mqablein".
- Launching the User Service Charter that determines their rights and obligations.
- A central shared platform that ensures accessibility to data and documents (Information by Default).
- Reviewing the level of on-site and online services and identifying new central and unified mechanisms, with a focus on their comprehensiveness, integration, their baseline, targets and improvement mechanisms, and linking them with the institutional performance assessment and the performance assessment of managers and service providers.
- An integrated mechanism to measure the level of service performance and receive feedback from citizens.
- Launching the concept of "interconnected services packages" to simulate life evens (such as: a birth certificate, a passport, a modified family book, health insurance, vaccination cards).
- Developing a policy for the unified government iris recognition for OSSs, and integrating its implementation with the plan to establish new OSSs, and developing a plan to apply the policy to existing public service offices in accordance with the priority services.
- Developing the unified national registry for data (individuals, institutions, residents).
- Developing the unified national registry for services.
- Establishing a management and collection system for government payments and receipts.
- Launching 486 digital services (20% of services).
- Starting the establishment of a government data center supporting the existing one.
- Developing the fiber optic network.
- Launching the digital identity and activating digital documents.
- Launching a policy or mechanism for designing services by involving all stakeholders in designing or updating procedures for service provision in a proactive manner.
- Launching a communication strategy for communication between government agencies and users, to build trust in the commitment of government agencies to provide services that meet their needs and aspirations, and introducing tools to receive feedback from citizens and highlighting the importance of their contribution to service development.
- Adopting the policy of publishing performance and evaluation reports.
- Identifying and adopting indicators that measure performance related to services, including the customer journey, and using them as an input to assess the performance of public servants.
- Designing professional and training paths, incentives and rewards, and developing programs to raise the capabilities, skills and knowledge of service providers.
- Designing and providing specialized training programs for service delivery employees according to their ranks and experiences, for the purpose of building the capacities of government agencies in the field of service provision and development.
- Training 30% of service delivery employees and frontline employees from priority government agencies on service provision and development.

GOVERNMENT SERVICES

2022	2023	2024	2025

- Approving and starting to apply a composite index for service management in selected government institutions based on criteria for service management, such as increasing revenues, rationalizing costs, improving service quality, or increasing customer satisfaction and others.
- Establishing the Service and Public Administration Commission for government services governance:
  - Approving the operational model for service governance.
  - Developing and approving relevant legislations and regulations.
  - identifying the priorities.

2022	**2023**	2024	2025

- Improving services that include direct contact with citizens and the business environment (targeting 25 government agencies).
- Establishing and operationalizing 15 OSSs similar to the Mqabalein Center.
- Using government accelerators in dealing with 15 challenges facing government services.
- Launching a program to encourage youth, innovators and programmers to utilize open data to provide leading business models that help develop services and ways to provide them to users in new and innovative ways.
- Redesigning the spatial environment to provide priority services in the centers annually, and updating the customer journey and the flow of services and ensuring they meet the needs of women, people with disabilities and all segments of society, through several inputs including mystery shopper visits.
- Launching programs to involve users in developing services and providing innovative proposals according to their experiences, perspectives and opinions on all services, and motivating them to participate actively and respecting them.
- The complete and comprehensive application of the government services development bylaw and the proposed structure for the public service.
- Offering investment opportunities in OSSs managed by the private sector (in 5 OSSs).
- Finalizing and approving the necessary legislations, regulations and policies for service management (design, delivery and evaluation) and studying the cost of government services.
- Launching 227 new digital services (40% of services).
- Launching the 5G network and services.
- Full activation of the digital signature for government transactions and issuing 2 million digital identities.
- Starting the implementation of the unified government resources management system, and the billing and tax revenues system.
- Designing and approving an electronic system for managing customer relations to attract feedback from customers of all categories and locations in an efficient and effective manner.
- Launching an enabling system for service providers and holding them accountable.
- Publishing all data related to government services on a government open data management platform (currently managed by the Ministry of Digital Economy and Entrepreneurship) and spreading awareness of this platform.
- Starting to apply the service indicators that were identified in the evaluation and accountability system, and applying these indicators on 20% of government agencies that serve 20% of citizens.
- Launching the first report, based on the results of the evaluation and feedback from citizens, with a unified message for the management in government agencies to identify priorities for improvement and development.

GOVERNMENT SERVICES

2022	**2023**	2024	2025

- Government agencies reviewing their strategies to include strategic programs that focus on developing services and delivery channels, while developing action plans to improve the services.

- Publishing periodic reports on the level of services (accountability, linking individual and institutional performances, and evaluation of managers).

- Starting the evaluation processes, issuing work progress reports from the Service and Public Administration Commission, identifying the percentages of delivery, and continuing to supervise the implementation and management of the service development plan through the approved operational model.

2022	2023	**2024**	2025

- Reviewing the "Government Services Management and Development Strategy" based on the results of implementing programs, systems and studies related to services provision, and the extent of their governance and responsiveness to changes in customers' needs, expectations and behaviors.

- Applying the unified iris recognition and customer journey in priority service offices.

- Operationalizing One-Stop Shops, at a rate of one center in each governorate, and starting the establishment of 5 additional centers, in addition to giving the private sector the opportunity to operate 5 centers.

- Continuing work on developing the digital infrastructure for institutions.

- Digitalizing 60% of government services.

- Transitioning completely into digital payments.

- Launching the open data platform.

- Involving the private sector in the digital transformation process through partnership projects and the principle of "Build, Operate and Transfer" (PPP) and (BOT).

- Activating a digital system to monitor the performance and effectiveness of digital government services and their platforms.

- Training 30% of service delivery and frontline employees on the skills of dealing with the public and the tools necessary to develop and deliver services in accordance with the approved bylaw, policies, strategy and manuals.

- Including 60% of total government agencies in the evaluation, auditing and accountability system according to the results of the performance reports and feedback from citizens.

- Continuing to work according to the plans and tasks and the operational model.

- Reviewing the operational model for government services governance, and approving and implementing amendments when needed.

2022	2023	2024	**2025**

- Continuing to monitor, evaluate and improve the development of regulations, instructions, legislations and policies related to services as needed.

- Finalizing the electronic transformation of services, i.e. reaching 100% of digitalized government services.

- One government in providing services to citizens (No Wrong Door).

- Processing 3.5 million active digital IDs.

- 50% transition to cloud computing.

GOVERNMENT SERVICES

2022	2023	2024	**2025**

- Continuing work on all initiatives to reach the desired results. This includes reviewing and evaluating improvement plans, extent of delivery, their impact on service development and lessons learned.

- A plan for the sustainability and governance of service development (monitoring, improvement and development).

- Adopting future technology tools and any new non-conventional innovations in the field of service performance evaluation, stakeholder engagement and transaction completion in line with the rapid change in this field (such as artificial intelligence, Internet of things, big data and Blockchains).

Priority institutions in spatial services

Priority government agencies distributed per years and nature of service

Government Services

Services for Individuals

2022-2023
- Civil Status and Passports Department
- Health Insurance Administration
- The Department of Land and Survey
- Social Security Corporate
- Supreme Judge Department
- The Ministry of Justice
- The Ministry of Justice (transitional phase)
- The Ministry of Interior
- Driver and Vehicle Licensing Department

2023-2024
- Amman Greater Municipality (GAM) and Municipalities
- Income and Sales Tax Department
- The Ministry of Social Development and The National Aid Fund
- The Civil Service Bureau

Services for Institutions

2022-2023
- The Ministry of Industry and Trade
- The Ministry of Investment
- The Companies Control Department
- The Department of Land and Survey
- Social Security Corporate
- Aqaba Special Economic Zone Authority (ASEZA)
- Amman Greater Municipality (GAM) and Municipalities
- Jordan Customs

2023-2024
- The Ministry of Labor (transitional phase)
- Jordan Food and Drug Administration
- Jordan Standards and Metrology Organization
- Government Tenders Directorate

Priority institutions in spatial services

Government institutions involved in One-Stop Shops

Government Services

- Civil Status and Passports Department
- Health Insurance Administration (partial services)
- The Department of Land and Survey (partial services)
- Social Security Corporate
- The Ministry of Social Development and the National Aid Fund
- The Ministry of Health (partial services)
- The Ministry of Education (partial services) (transitional phase)
- The Ministry of Industry and Trade and Supply
- Driver and Vehicle Licensing Department (partial services)

- Amman Greater Municipality (GAM) and Municipalities
- The Ministry of Justice
- The Ministry of Labor (transitional phase)
- The Ministry of Interior (partial services)
- Income and Sales Tax Department (partial services)
- The Civil Service Bureau (partial services)
- The Companies Control Department
- The Ministry of Investment

PROCEDURES AND DIGITALIZATION

| **2022** | 2023 | 2024 | 2025 |

- Developing an action plan to establish the structure of technological systems for operational and support processes.

- Automating and digitalizing operational and support procedures and operations by using electronic systems for automating operations between and within government agencies according to the established principles and the digital transformation strategy for the years 2021-2025 and any new amendments that may occur.

- Evaluating and updating the operational models and governance frameworks of government agencies with existing shared services in order to enhance their capabilities, develop and activate the comprehensive implementation of services and their quality standards in partnership with all stakeholders; including government agencies, the private sector and others, with a focus on reducing costs, simplifying procedures and raising the efficiency of shared service providers, and selecting the optimal alternatives to update and implement those services.

- Identifying the new shared government services within three to five specific work areas (large ministries, sectors), and conducting feasibility studies that include various alternatives in designing and implementing those services, and proposing governance structures and operational models for each of them and developing detailed action plans, in addition to identifying the management styles, legislations, policies and technical; financial and human resources necessary for their operation, and identifying the performance standards, services, and competencies necessary for their development and the risks that may hinder their work, all in accordance with international best practices.

| 2022 | **2023** | 2024 | 2025 |

- Automating and digitalizing operational and support procedures and operations by using electronic systems for automating operations between and within government agencies according to the established principles and the digital transformation strategy for the years 2021-2025 and any new amendments that may occur.

- Full implementation of the approved legislations, policies, development action plans and capacity building programs to develop existing shared services and any proposed amendments to the structure of government agencies with existing shared services, and signing performance agreements that set quality standards, and providing infrastructure and budgets necessary to carry out the work, and starting to implement the digital transformation strategy for existing shared services.

- Endorsing legislations and policies for new shared government services according to the governance structures and operational models established for each of them, and implementing them in accordance with the timeline stated in the detailed action plans, in addition to providing the necessary technical, human and financial resources for their operation, and signing service performance agreements while launching the digital transformation strategy for new shared services, and benefitting from the lessons learned from the existing shared services while publishing change plans to deal with all relevant entities influenced by the new shared services.

| 2022 | 2023 | **2024** | 2025 |

- Automating and digitalizing operational and support procedures and operations by using electronic systems for automating operations between and within government agencies according to the established principles and the digital transformation strategy for the years 2021-2025 and any new amendments that may occur.

- Assessing costs, benefits and the extent of delivery in the development plans and the digital transformation strategy of government agencies with existing shared services, to ensure the full and effective implementation of the required improvements to existing shared services, and developing new policies to utilize future technology and any new innovations and unconventional methods in the field of providing existing shared services and the future jobs for these services.

PROCEDURES AND DIGITALIZATION

| 2022 | 2023 | **2024** | 2025 |

- Monitoring the implementation of the operational action plans and change plans for the new shared services, and taking the necessary measures to enhance them while implementing the digital transformation strategy for the new shared services, and measuring the performance of services according to the signed performance agreements.

| 2022 | 2023 | 2024 | **2025** |

- Finalizing the implementation of digitalization procedures in accordance with the digital transformation strategy.

- Approving new policies for the utilization of future technology and any new innovations and unconventional methods in the field of providing existing shared services, and implementing restructuring processes for government agencies and existing jobs in accordance with the requirements of future trends in this field, in addition to reviewing, evaluating and making continuous improvement based on the results attained from applying the operational model, policies and procedures and their impact on service development, and benefitting from the lessons learned.

- Assessing the effectiveness of spending on the new shared services provided, and determining their feasibility, and taking the necessary measures to enhance them while launching three to five work areas for new shared services, along with their governance frameworks, feasibility and operational models, and identifying the digital transformation strategy of the new shared services to adopt future technology and any new innovations and unconventional methods in the field of providing new shared services, in addition to reviewing, evaluating and making continuous improvement based on the results attained from applying the operational models, policies and procedures and their impact on service development, and benefitting from the lessons learned.

ORGANIZATIONAL STRUCTURE AND GOVERNANCE
GOVERNANCE

2022 | 2023 | 2024 | 2025

- Continue evaluating and developing the regulatory and administrative roles and tasks carried out by the Integrity and Anti-Corruption Commission, the Audit Bureau and the internal control units in order to define roles, ensure complementarity and prevent duplication in the integrity, transparency and accountability structure.

- Establishing the Service and Public Administration Commission (a substitute to the Civil Service Bureau) and identifying its mission, tasks and objectives, in terms of the governance of policies and procedures related to human resources, government services, and restructuring the public sector.

- Developing and amending the existing set of legislations and regulations related to public administration, conflict of interest, integrity requirements, and administrative violations.

- Reviewing and activating the Government Services Development Bylaw to support the governance and development of government services so that they observe gender differences.

- Developing provisions, procedures, and instructions on administrative grievances, objections and complaints by employees in the public sector within the Civil Service Bylaw.

- Developing a governance and operation model for the work of regulatory bodies to enhance the separation between policy makers, regulators and operators, and to enhance partnership with the private sector in the provision of government services, in addition to developing legislations with the aim of reforming the existing regulatory bodies, starting with the energy sector, in partnership with the Prime Ministry and the Ministry of Energy and Mineral Resources (MEMR), the National Electric Power Company (NEPCO), and the private sector (including the energy, oil, gas and mining sectors).

- Developing the role of the internal control units in government agencies as preventive units that enhance compliance.

- Governance and institutionalization of the processes of monitoring and evaluating government performance through establishing and operationalizing central institutional units that enhance monitoring, control and accountability of performance, such as the Performance Monitoring and Delivery Unit in the Prime Ministry, and performance monitoring and delivery units in various ministries.

- Governance and institutionalization of government policymaking processes through establishing a specialized policymaking unit at the Ministry of Planning and International Cooperation that operates through units in ministries and government institutions and assists in formulating government policies and monitoring their impact.

- Governance and institutionalization of strategic planning operations by strengthening the capacities of the Strategic Planning Unit at the Ministry of Planning and International Cooperation, so that it manages the Executive Program of the Economic Modernization Vision and ensures that ministerial and institutional operational plans and strategies are coherent with the program.

- Governance and institutionalization of public sector modernization operations through establishing and operationalizing a specialized unit to manage the implementation of the Public Sector Modernization and Digital Transformation Program (PMIO).

ORGANIZATIONAL STRUCTURE AND GOVERNANCE
GOVERNANCE

2022 | **2023** | 2024 | 2025

- Training and qualifying (capacity building) the employees of the regulatory institutions on the new tasks that have been approved and ensuring the provision of regulatory services.

- Adopting and activating the recommendations of an evaluation study, and redistributing the regulatory and administrative tasks to organize the regulatory operations effectively.

- Launching the conflict of interest code in the second phase so that it becomes binding in laws, regulations and instructions to ensure compliance.

- Reviewing the National Governance Guide including a comprehensive study of the governance system and its development, and disseminating them to all government agencies.

- Full implementation of the governance and operation model for regulatory commissions in the energy sector (EMRC).

- Enhancing the governance of institutional performance for government agencies by drafting and activating service level agreements at the level of main and subsidiary operations in ministries and government agencies.

- Developing the code of ethics for government leaders and the code of conduct, and ensuring implementation and compliance.

- Activating financial disclosure for public servants with regard to income, financial interests, property and taxes paid.

2022 | 2023 | **2024** | 2025

- Comprehensive implementation of the conflict of interest policy and the code of conduct on all institutions and individuals in the public administration.

- Separating and clarifying the responsibilities and roles in the integrity, transparency and accountability structure to enhance the discretionary authority in a comprehensive and integrated manner.

- Developing detailed SOPs for each law or legislation that ensure the commitment of the concerned authorities. These SOPs shall clarify institutional responsibility (accountability) during the various work phases and procedures.

- Developing a matrix of government powers and including a mechanism to monitor compliance. The law shall define these powers and punish violators at all government levels.

- Creating an award for governance or integrity and transparency as part of the government awards system.

2022 | 2023 | 2024 | **2025**

- Full implementation of the governance and operation model and applying it to other important sectors, such as the Food and Drug Administration, based on lessons learned from pilot sectors.

- Raising the trust of citizens in the government by at least 60% through the governance of service delivery and increasing government transparency and accountability.

EDUCATION AND HIGHER EDUCATION SECTOR

Standardizing the references responsible for setting educational policies and coordinating education plans, programs and services in order to support the lifelong learning path by guiding citizens' education and working life at all stages (early childhood development, kindergarten, school education, higher education, technical and vocational education and training). This includes adopting the concept of (micro-credentialization), which enhances the citizen's ability to adapt to the evolving and changing needs of the labor market, by implementing the following institutional arrangements:

2022-2024 Establishing the Ministry of Education and Human Resource Development by merging the Ministry of Higher Education and Scientific Research with the Ministry of Education.

2022-2023 Transferring the tasks of curricula development from the Curriculum Department at the Ministry of Education to the National Center for Curriculum Development in order to unify the curricula development reference.

2022-2023 Transferring tasks related to nurseries and Al-Manar learning centers from the Ministry of Social Development to the Ministry of Education and Human Resource Development in order to standardize the reference of nurseries and the inclusiveness of the right to education.

2022-2024 Merging the Jordanian Accreditation and Quality Assurance Commission for Higher Education Institutions and the Technical and Vocational Skills Development Commission into one body with financial and administrative independence, and linking it to the Minister of Education and Human Resource Development, in order to unify the accreditation reference and control quality in the various educational institutions.

2022-2024 Abolishing the Vocational Training Corporation and transferring the tasks of vocational education and training to the Ministry of Education and Human Resource Development to promote integration and comprehensiveness in education, and unify the references and agencies that carry out the tasks of vocational education and training. This will enable students to make the best choices for their future field of study and give them flexibility for vertical and horizontal choices in their fields.

LABOR SECTOR

Achieving consistency and coherence in the work of the concerned ministries with the aim of achieving optimal efficiency and effectiveness and facilitating service provision to citizens, by developing an executive plan to transfer the tasks and roles of the Ministry of Labor to the relevant ministries according to the following perception:

2022-2024 Abolishing the Ministry of Labor.

2022-2023 Transferring the tasks of regulating the labor market and the national employment program to the Ministry of Industry, Trade and Supply in order to unify the reference for regulating the business environment and labor market, especially since the Ministry of Industry, Trade and Supply is the reference in registering and monitoring companies and enterprises of all kinds.

2022-2023 Transferring the presidency of the Board of Directors of the Development and Employment Fund and the Social Security Corporation to the Minister of Industry, Trade and Supply.

2022-2023 Transferring the tasks of regulating migrant workers (work permits, inspections and violations) to the Ministry of Interior in order to simplify the procedures for obtaining permits, as the Ministry of Interior is the reference in this regard.

HEALTH SECTOR

Standardizing the references responsible for setting educational policies and coordinating education plans, programs and services in order to support the lifelong learning path by guiding citizens' education and working life at all stages (early childhood development, kindergarten, school education, higher education, technical and vocational education and training). This includes adopting the concept of (micro-credentialization), which enhances the citizen's ability to adapt to the evolving and changing needs of the labor market, by implementing the following institutional arrangements:

2022-2023 Conducting a study to transform the Higher Health Council into a regulatory and oversight commission for health service providers in the public and private sectors, in order to enhance the regulatory and oversight role on the performance of health service operators in both sectors.

2022-2023 Evaluating and enhancing the current management model used in Prince Hamza Hospital, and adopting it and applying it to other public sector hospitals to enhance the separation between policymaking tasks, regulatory and executive tasks, and strengthening governance in order to improve service level.

2022-2024 Transferring tasks related to nursing homes for people with disabilities, including severe disabilities and senior citizens, from the Ministry of Social Development to the Ministry of Health in order to make a shift towards the concept of providing integrated care that includes health, social and nutritional care.

YOUTH AND CULTURE SECTOR

2022-2023 Merging the Ministry of Youth and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth in order to promote integration in roles and responsibilities and to ensure optimal use of resources.

INFRASTRUCTURE SERVICES SECTOR

Improving the quality of life for citizens by strengthening coordination in planning and policymaking, attracting investment, and supervising the transport and infrastructure sectors as there is a strong link between infrastructure and economic and social development, which in turn affects the prospects for long-term growth. This shall be realized through the following institutional arrangements:

2022-2024 Merging the Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services, in order to unify the references for policymaking, coordinating plans, investing in infrastructure and transport, and maximizing the utilization of resources.

2022-2023 Transferring the Jordan Maritime Authority's affiliation to the Aqaba Special Economic Zone Authority (ASEZA) in order to maximize the utilization of the Authority's geographical location within the Aqaba region.

2022-2023 Transferring the affiliation of the Housing and Urban Development Corporation from the Ministry of Public Works and Housing to the Ministry of Local Administration, to achieve integration and unify the reference in implementing the housing development tasks in the Kingdom, because of the need to be consistent with the development plans of local administrations in the various governorates and municipalities of the Kingdom, as the latter ministry is in direct contact with citizens and has knowledge of their development needs.

ECONOMIC ACTIVITIES SECTOR

Taking the following institutional measures and arrangements for the purpose of developing the business environment, enhancing integration, encouraging local and foreign investments, and strengthening partnerships with the private sector:

2022-2024 Adopting the Companies Control Department as a unified reference for registering all economic activities, which include profit and non-profit companies and associations and cooperatives, in order to enhance integration and comprehensiveness in the records, and to unify references and entities that carry out the tasks of registering companies of various fields and types, and to ensure optimal utilization of resources.

2022-2023 Developing the technical and administrative capabilities of the Ministry of Investment to enable it to attract local and international investments and partnerships, and facilitating the investor's journey to retain investors for the purpose of implementing the initiatives of the Economic Modernization Vision.

2022-2023 Strengthening the capacity of the Public-Private Partnership Unit in the Ministry of Investment technically and administratively, and expanding its scope of work to include the provision and/or management of public services; since the partnership between the public and private sectors is one of the main elements to achieve the Economic Vision, in addition to its role in accelerating the development of government services. This requires setting clear and transparent foundations for selecting the appropriate projects and/or services for this type of partnership according to approved performance standards, and in accordance with the principles of governance, accountability and transparency, in addition to fostering the appropriate legislative environment to ensure fair competition that guarantees optimal service provision to citizens.

2022-2023 Restructuring the Jordan Enterprise Development Corporation to become the umbrella regulating the SME and entrepreneurship sector, in order to enable these enterprises to compete in various sectors inside Jordan and abroad.

2022-2023 Restructuring the Jordanian Cooperative Corporation, improving its efficiency, and developing its role in supporting the Economic Modernization Vision, in addition to increasing the contribution of coop-eratives to local development, and developing agricultural and other economic activities.

DECISION SUPPORT

Enhancing policymaking among the various institutions according to national priorities, and ensuring monitoring, implementing, evaluating strategies and building on them, and supporting the decision-making process that is facts and evidence-based and impact-oriented, by taking the following institutional measures and arrangements:

2022-2023 Establishing a unit for national policymaking, future foresight and knowledge management at the Ministry of Planning and International Cooperation, to be the body responsible for identifying policy areas that must be examined based on national trends, and managing studies on policymaking in cooperation and coordination with the relevant ministries, and ensuring that various policies are consistent and coherent with the national objectives.

2022-2024 Establishing an interactive national statistics center to collect data and support policymaking, scenario development, decision-making and envisioning the future, by restructuring the Department of Statistics so that it becomes a comprehensive umbrella for sustaining and providing all types of information, data and sectoral indicators in a timely manner.

ENHANCING THE PARTICIPATORY WORK APPROACH BETWEEN INSTITUTIONS

Adopting a participatory and collaborative approach among government agencies to work together consistently and effectively in order to achieve the shared national objectives of the Economic Modernization Vision and monitor their delivery, through adopting an operational framework and a flexible business model based on forming four teams comprised of members from ministries and institutions that play a role in supporting the achievement of the objectives of the Vision, so that these teams work in a flexible manner under the supervision and oversight of four ministerial teams, according to operational plans and unified performance indicators with specific responsibilities for each team. The following arrangements shall take place:

2022 Economic growth and prosperity: The first main pillar of the Economic Modernization Vision, it requires a high level of coordination to ensure that priorities and various initiatives and programs are implemented. These priorities are centered around:

- High-value industries: Promoting industrial sectors that have high-value export potential in regional and international markets.

- Future Services: Enhancing the competitive advantage in the future services sector in the Arab countries, the region and the world.

- Jordan as a touristic destination: Leveraging Jordan's advantages as a center for multi-purpose tourism, and a site qualified to attract international film shooting and production.

- Entrepreneurship and Creativity: Fostering a culture of creativity and creating a supportive entrepreneurial environment for all educational levels that is focused on innovation, research and development.

- Sustainable resources: Improving efficiency, reliability, and accessibility to basic services necessary for economic growth at an affordable cost, including all types of energy and water.

2022 Quality of life: The second main pillar of the Economic Modernization Vision that affects the lives of citizens on a daily basis and contributes to their happiness and productivity. Thus, providing a decent and qualitative standard of living in Jordan is critical to promoting the progress of citizens in the long term. The quality of life pillar contributes to fostering living standards that cover the basic needs, such as high-quality and affordable housing, solid infrastructure, high-quality education, efficient health care, and a clean and sustainable environment. Moreover, it aims to develop broader options to make life enjoyable through attractive recreational, cultural and sports activities. The vision integrates all quality of life elements into a coherent concept whose achievements must be monitored in comparison with some other countries.

2022 Human resource Development and Employment: This is one of the enablers for achieving the Economic Modernization Vision and is concerned with setting policies and programs that will direct the education of citizens and their working lives in line with the evolving and changing needs of the labor market. Therefore, there is a need to develop new education policies that will focus on ensuring the development of human capital at the national level with the skills needed by the labor market locally and globally, while creating pathways for learning and building skills and competencies, enabling the workforce to quickly adapt to the evolving and changing needs of the labor market.

ORGANIZATIONAL STRUCTURE AND GOVERNANCE
INSTITUTIONAL ARRANGEMENTS

2022 Facilities and Infrastructure: Infrastructure and public facilities are important enablers to realize the Economic Modernization Vision given the strong link between infrastructure and economic and social development. They are also an essential pillar for achieving local development and meeting the needs of citizens in the short and long term. Accordingly, the government needs to enhance the capacity of its institutions in the field of coordinating planning and investment in infrastructure, housing, urban development and transportation, in addition to strengthening and regulating cooperation between the public and private sectors to provide appropriate infrastructure, in accordance with a regulatory framework that creates a balance between planning, evaluation and investment benefits.

IMPLEMENTATION OF THE PUBLIC SECTOR MODERNIZATION ROADMAP

2022 Forming a ministerial committee to oversee the public sector modernization, monitor achievements, evaluate the executive program, take decisions that will ensure speedy implementation, and develop the subsequent implementation phases in accordance with the public sector modernization roadmap.

2022 Establishing a unit at the Prime Ministry to manage and implement the Public Sector Modernization and Digital Transformation Program (PMIO). The unit will be the central entity responsible for implementing the digital transformation plan of the government, and transforming the recommendations of the Public Sector Modernization Committee into operational plans and supervising implementation.

2022-2023 There is a radical transformation in the role of the Civil Service Bureau to become in charge of the development process in the public administration under the name of the Service and Public Administration Commission. It will become the reference responsible for the development of the public sector, especially the components on human resource development, and the development of institutions and government services. Moreover, the technical, administrative and financial capabilities of the Commission will be enhanced to enable it to carry out its tasks.

2022 Expanding the scope of the tasks of the Performance Monitoring and Delivery Unit at the Prime Ministry to include monitoring the government's economic priorities program, the Economic Modernization Vision, and the public sector modernization program, provided that the unit acts as a central body concerned with monitoring the government performance, removing barriers related to speed of delivery, and enhancing accountability for the implementation of plans and strategies. The Central Unit shall operate through decentralized units in ministries and government institutions (MDUS) assigned with monitoring and evaluating performance and pushing towards delivery (PMDU).

GOVERNMENT COMMUNICATION

It is necessary to have an administrative umbrella for formulating the state media policy and to keep pace with the change in communication channels and tools, in accordance with the following institutional procedures and arrangements:

2022-2023 Establishing the Ministry of Government Communication to serve as an administrative umbrella for formulating the media policy of the government and keeping pace with changes and developments in modern communication tools and channels.

2022-2023 Shifting the affiliation of the Jordan News Agency and the Jordan Radio and Television Corporation to the Ministry of Government Communication, and restructuring them in a way that enables the government to communicate effectively with citizens and stakeholders, and enhances the standardization of references in the government media sector and enables the government to optimally utilize the available resources.

POLICY AND DECISION-MAKING

2022	2023	2024	2025

- Developing a framework for partnerships that enhances policy and decision-making processes in partnership between government agencies and with research centers, in order to provide the government with the studies and information needed to measure impact, create scenarios and make decisions.

2022	**2023**	2024	2025

- Re-evaluating the set of powers associated with policymaking listed under each government agency, and the mechanisms for escalating decision-making to the different levels, from the field to government agencies, ministerial committees and the Prime Ministry.

- Establishing and operationalizing the "National Policymaking unit" at the Ministry of Planning and International Cooperation.

- Developing a system for good practices and impact measurement and providing all the necessary tools according to a phased plan that includes:

  - Setting procedures to ensure that policies are drafted in accordance with good practices.

  - Studying the pre-impact (simulation) and post-impact of various policies, legislations and decisions.

  - Developing technology-supported mechanisms to conduct surveys and referendums efficiently and effectively.

  - Developing an institutional process for analyzing policy options supported by tools and models.

- Developing partnerships with local, regional and international research centers and academic institutions to assist in the impact measurement process.

- Developing a competency framework as part of the comprehensive competencies framework for analyzing public policies, and identifying relevant personnel for the purpose of capacity building.

- Providing the public sector with specialized researchers and analysts with economic, social and political backgrounds in accordance with a plan to identify needs to support policy and decision-making.

- Launching an integrated training program for policymaking and training and developing the capabilities of relevant public servants on the mechanisms of using the policymaking and impact measurement guide in accordance with a competency framework for public policies.

- Increasing the use of independent reports as one of the most important inputs for defining policy priorities, such as: the Audit Bureau reports and the State of the Country report.

- Developing an electronic system to support the institutionalization of the policymaking and assessment process (pre and post), so that the system includes tools and models for documenting lessons learned and making them available to decision-makers later when starting a new policymaking process.

POLICY AND DECISION-MAKING

| 2022 | 2023 | **2024** | 2025 |

- Establishing a decentralized interactive database to document government decisions.
- Creating further partnerships with research centers and local, regional and international academic institutions for the purpose of supporting the decision-making process.
- Reaching 40% of government decisions that are based on clear scenarios and impact assessment studies (pre and post) in partnership with the private sector and research centers.
- Implementing a system of good policies and impact measurement.
- Developing an electronic system to support the impact assessment and decision-making processes.
- Establishing clear foundations and standards and effective tools for consultation with citizens and stakeholders of all categories, including women and youth.

| 2022 | 2023 | 2024 | **2025** |

- Commitment by 80% to a unified policymaking and decision-making process including the designed and developed tools.
- Commitment to completing at least 80% of the policy and decision drafts received by the National Policymaking Unit in terms of the requirements necessary to complete decision-making and simulation.
- Reaching 50% of government decisions that are based on clear scenarios and impact assessment studies (pre and post), with a commitment to engage internal and external stakeholders in accordance with the open policymaking model using modern technological tools.
- Transitioning to the implementation of an integrated system for open policymaking (open policymaking model).

POLICY AND DECISION-MAKING
STRATEGIC PLANNING AND PERFORMANCE MONITORING

| **2022** | 2023 | 2024 | 2025 |

- Translating national visions into clear, realistic, applicable and cross-government executive programs in the political, economic and administrative fields to consolidate all national and governmental efforts towards their implementation.
- Developing and launching a comprehensive government framework for planning that details the mechanism of planning, implementation and performance monitoring, and how strategic plans are interconnected at all levels to ensure their integration with the executive program of the various national visions.
- Activating and enabling the Performance and Achievement Monitoring Unit in the Prime Ministry to evaluate performance at the national and sectoral levels and provide it with capacities and capabilities.

| 2022 | **2023** | 2024 | 2025 |

- Enabling the role of the central planning unit (national and sectoral) in the Ministry of Planning and International Cooperation and providing it with the capabilities and capacities necessary to carry out its work.
- Developing the necessary matrix of powers, roles and responsibilities that ensure continuity of commitment to implementing strategies with ministerial changes.
- Developing and implementing a mechanism to link strategic planning and financial planning at various levels.
- Adopting a methodology for the results agreement in which targets at different levels are set in addition to the contribution percentages for each entity to ensure the hierarchy of results.
- Approving instructions for the mechanism, periodicity, and monitoring and evaluation forms, and the entity responsible for drafting the monitoring and evaluation reports.
- Reviewing and developing new detailed sectoral plans that are consistent with the national visions and in line with the executive program, and that contain specific objectives, initiatives, projects and indicators.
- Developing standardized manuals of procedures, policies and models that contain mechanisms and methodologies for national and sectoral planning, performance assessment and reporting, as well as mechanisms for activating the role of stakeholders from all groups, including women, youth and others.
- Developing the unified government performance system to ensure that indicators are linked at the institutional, sectoral and national levels.
- Launching a comprehensive government communication plan to communicate the developed plans and the associated objectives, initiatives and indicators to enhance citizen trust in the government.
- Enabling units working on institutional strategic planning in government agencies and providing them with the capabilities and capacities necessary for implementation.
- Enabling units working on monitoring performance and achievement in various government agencies and providing them with the capabilities and capacities necessary for that.
- Starting the implementation of results agreements according to specific indicators to evaluate institutional performance in some government agencies.
- Developing and activating a mechanism to monitor the national performance of various indicators in international reports and developing an annual report in this regard.
- Issuing detailed periodic performance reports in line with the executive program for the extent to which plans are achieved at all levels.

POLICY AND DECISION-MAKING
STRATEGIC PLANNING AND PERFORMANCE MONITORING

| 2022 | 2023 | **2024** | 2025 |

- Monitoring and evaluating the level of progress in the institutional plans and their contribution to achieving the sectoral plans, and the level of progress of the sectoral plans and their contribution to realizing the national plans.
- Implementing results agreements according to specific performance indicators to evaluate institutional performance in government agencies.
- Establishing a unified electronic system that supports strategic planning processes at various levels, according to the comprehensive government framework for planning.
- Applying the electronic system for monitoring the unified performance management and linking it to the strategic planning outputs.
- Launching the process of developing a computerized program for unified government performance management that is coherent and interactive to evaluate performance.
- Developing an electronic system that supports strategic planning processes at various levels.
- Developing an electronic system for the unified performance management at all levels of government, and linking it with the electronic strategic planning system.

| 2022 | 2023 | 2024 | **2025** |

- Launching forward-looking studies to explore future scenarios as an input for reviewing national visions and subsequent plans according to future scenarios.
- Reviewing and evaluating the strategic planning and unified performance management systems to keep abreast of relevant developments and updates, and using feedback attained from evaluation in performance improvement processes, developing plans, and stimulating achievement.

HUMAN RESOURCES
CIVIL SERVICE AND TALENT MANAGEMENT

| **2022** | 2023 | 2024 | 2025 |

- Modernizing the human resources and workload planning system and the redeployment policy, in addition to strengthening institutional and individual capacities in these areas.
- Modernizing the mobility policy and moving and transferring employees between public sector institutions and outside them, which contributes to providing employees with different knowledge and experiences.
- Modernizing the recruitment, selection and appointment system (competitive examinations and comprehensive contracts), and strengthening institutional and individual capacities with a focus on granting equal opportunities to women, youth and persons with disabilities.
- Institutionalizing the process of developing the Government Competency Assessment Center and implementing the first phase which includes management, health, and education functions.
- Institutionalizing the process of forming government support teams and the cloud of specialized expertise (talent cloud) as innovative tools to promptly meet the needs of departments.
- Developing an integrated system for job grades and salaries based on a quantitative and objective classification and evaluation system (Position based system), and completing the first phase that includes senior management positions and comprehensive contracts.
- Developing plans to modernize the work environment according to the results of the Employee Engagement Index survey.
- Developing functional competencies frameworks (first phase) so that they include health and educational jobs and the specialized technical group.
- Developing the performance evaluation management system for civil servants, enhancing institutional capabilities and forming a specialized technical support team in this field.
- Launching a program to hone the basic digital skills for civil servants to support the digital transformation environment (21st century skills) and granting them a digital literacy license.
- Launching development and learning plans for the period (2023-2026) to fill the competency gap within the target groups such as employees working in the public administration, development and digital transformation, in addition to front-line service providers in the centers and governorates.
- Concluding agreements to coordinate training efforts between the Institute of Public Administration and government training centers in the areas of public administration and development.
- Modernizing the government policies on scholarships and directing them towards specialized and accredited professional programs inside or outside the Kingdom, so that they include criteria that grant equal opportunities in training courses, international courses, and scholarships for women, youth, and persons with disabilities.
- Developing an operational framework to translate the future perception of the approved human resources management structure, and developing plans for the years (2023 - 2025) to enable the Service and Public Administration Commission and human resources units to carry out their new responsibilities in the field of human resources management.
- Developing indicators for human resources management to evaluate the performance of departments in this field, and integrating them in government management performance agreements.

2022	**2023**	2024	2025

- Automating the process of human resource and workload planning, and the process of redeployment.

- Developing medium-term human resource plans and conducting studies on workload and productivity (the first phase includes 50 departments) in the sectors of health, education, social development, transport, investment and business environment.

- Enacting a policy for regulating appointments for the years (2023-2025) to address defects and realize the modernization agenda.

- Using redeployment methodologies to fill vacancies in the third-category jobs and jobs affected by changing work methods, digital transformation and workload on the 2023 formation list (50%).

- Developing the second phase of the Government Competency Assessment Center to include specialized technical positions in finance and procurement, comprehensive contracts, and critical functions.

- Establishing government support teams and a cloud of specialized expertise (talent cloud), the first phase, in the areas specified in the civil service and talent management document.

- Institutionalizing the process of HR outsourcing.

- Finalizing the quantitative classification and evaluation (second phase) of health and education jobs, specialized technical jobs and other jobs.

- Finalizing the functional competencies frameworks (second phase) for specialized technical jobs and critical functions, as well as the jobs in the social, water, transportation and investment environment sectors.

- Implementing performance evaluation in (30) departments, and adopting performance evaluation mechanisms for health and education jobs that take into account the special nature of these two sectors.

- Reviewing and updating the matrix of powers, and accountability and motivation policies related to performance, which contributes to encouraging high and distinguished performance.

- Developing a set of work environment policies; including a code of conduct, and policies on whistleblowing, disclosure, violence and harassment, inclusion, employee wellbeing, and working remotely.

- Implementing training programs (first phase) targeting (40%) of the staff of public administration, development, human resources management, digital transformation and front-line service providers.

- Developing specialized career paths for employees working in public administration, development, human resource management, digital transformation, front-line service providers, finance and procurement positions.

- Launching networks for people who work in the areas of development and digital transformation.

- Enabling departments to analyze the competency gap for specialized jobs, and developing a competency map and training programs.

- Developing monitoring and control tools and providing technical and advisory support to departments in the field of human resources.

2022	2023	**2024**	2025

- Finalizing the development of medium-term human resource plans and studies on workload and productivity for the remaining departments.

- Using redeployment methodologies to fill vacancies for the third-category jobs and the jobs affected by changing work methods and digital transformation on the 2024 formation list (50%).

- Developing the third phase of the Government Competency Assessment Center to include jobs in the sectors of social development, water, transportation, and the business environment.

- Establishing the government support team and a cloud of specialized expertise, the second phase: (framework agreements, specialized project management, change management, contracting, delegation, contract management, and digital transformation).

- Finalizing quantitative classification and evaluation (third phase) for the remaining basic, specialized, engineering and medical jobs.

- Developing the competencies frameworks for the remaining jobs, and linking them to the stages of establishing the Competency Assessment Center.

- Implementing performance evaluation in (30) departments.

- Developing talent management policies and paths, enhancing institutional capabilities, and applying them to a range of technical and specialized jobs.

- Implementing the second phase of training programs for the target groups in the field of public administration and development (50%).

- Finalizing the modernization of human resource policies and procedures to make them aligned with development pillars stated in the plan and reflecting them in legislations.

- Finalizing an integrated electronic system for human resource management.

- Reviewing the foundations for promotion and progress in the job to ensure fair and equal treatment of employees of both genders.

2022	2023	2024	**2025**

- Making development proposals to raise the effectiveness and productivity of employees based on workload, simplifying and automating procedures, and the optimal utilization of resources which is one of the inputs to the modernization plan for the years (2026-2029).

- Developing sectoral government human resources maps to identify future jobs and those that will disappear, which is one of the inputs to the next modernization plan.

- Developing (the fourth phase) of the Government Competency Assessment Center to include the remaining jobs.

- Evaluating the initiatives of the executive program for the civil service and talent management component, and identifying shortcomings and areas for improvement, which is one of the inputs to the modernization plan for the years (2026-2029).

- Conducting the second survey for the employee engagement index, and using the results to evaluate the performance of government leaders.

- Implementing performance evaluation in (30) departments and applying talent management policies in (30) civil service departments.

- Implementing (the third phase) of the training programs for the target groups like employees working in the field of public administration and development.

- Launching the Professional Diploma Program for Public Sector Development.

HUMAN RESOURCES
LEADERSHIP

| **2022** | 2023 | 2024 | 2025 |

- Adopting the leadership competencies framework developed by the Modernization Committee, and issuing a guideline to describe competencies, their indicators, weights, and assessment tools.

- Updating the job description card for government leaders (first phase) which includes leaders in the fields of public administration and public sector development, and the sectors of health, education, water, transportation, social development and investment.

- Launching the "Government Leadership Competencies" website to define competencies and assessment tools.

- Understanding the current status of executive leaders, identifying potential future leaders early on, and developing a government plan to meet the needs according to the results of the assessment based on the competency framework.

- Launching a pilot program for qualifying government leaders, whose name is proposed to be (King Abdullah II Program for Government Leaders) (with the participation of 15 leaders).

- Establishing a government leadership development fund to coordinate the efforts of qualifying government leaders funded by support programs, and directing the efforts towards achieving objectives in accordance with unified government steps.

- Developing a process for the selection, promotion and succession of executive leaders, according to the criteria of eligibility, competitiveness, transparency and governance, while adopting the gender criterion within the evaluation criteria to ensure increased appointments of women, youth and persons with disabilities in executive leadership positions.

- Developing a unified government leadership management system (legislative, organizational, procedural and technical) that includes an integrated cycle of policies to develop and qualify government leaders.

- Developing a unified system for managing the performance of government leaders (legislative, organizational, procedural, technical, and governance) and preparing the first phase of performance agreement forms, indicators and measurement mechanisms in the following sectors: health, education, water, social welfare, transport and investment.

| 2022 | **2023** | 2024 | 2025 |

- The official launch of the King Abdullah II Program for Government Leaders, with the participation of (25) participants, half of whom are females.

- Launching the Fast Track Program for Leadership Development (Prince Hussein bin Abdullah Program for Young Government Leaders (Forsa)) (with 50 participants, half of whom are females).

- Developing the talent management process for future leaders, developing and automating procedural manuals, and enhancing institutional capabilities.

- Updating the process of selecting government leaders according to the approved pillars and enhancing capabilities in this field, and adopting the gender criterion within the evaluation criteria to ensure an increase in the percentage of women, youth and persons with disabilities in leadership positions.

- Strengthening institutional and individual capacities in the field of performance management for government leaders, and completing the second phase of preparing performance agreement forms, and activating the process to conclude performance agreements with secretaries, general managers and executive leaders.

- Launching a plan for the continuous development and learning of current leaders for the period (2023-2026), and launching the first phase of the training program which targets up to 1500 leaders in the following sectors: education, health, social development, water, transport and investment.

- Promoting the launching of the networking program and coaching program for government leaders.

- Developing contract forms that reflect all modernization procedures on the government leadership management.

HUMAN RESOURCES
LEADERSHIP

| 2022 | 2023 | **2024** | 2025 |

- Applying talent management policies and procedures to graduates of the Government Leadership Program and the Fast Track Program, and issuing a report on the results.

- Launching the second round of the King Abdullah II Program for Government Leaders, with the participation of (25) participants, half of whom are females.

- Launching the second round of the Prince Hussein bin Abdullah Program with (50) participants.

- Conducting the annual review to evaluate the performance of government leaders based on performance agreements, and reviewing performance agreements based on the results of the evaluation.

- Continuous learning program for current leaders (the third phase) targeting (2000) participants and holding (6) meetings for networking groups.

- Developing the talent management process for potential future leaders and managing their career paths.

- Reviewing and amending the matrices of technical, administrative and financial powers to enable middle managements in the civil service.

- Developing handover and transition policies for government leadership positions.

| 2022 | 2023 | 2024 | **2025** |

- Launching the third round of the King Abdullah II Program for Government Leaders, with 25 participants, half of whom are females.

- Launching the third round of the Prince Hussein bin Abdullah Program for Young Government Leaders "Forsa", with 50 participants.

- Evaluating the performance of government leaders and announcing the results, honoring leaders with outstanding performance, and concluding performance agreements with new targets for the upcoming two years.

LEGISLATIONS

2022 | 2023 | 2024 | 2025

- Reviewing the Government Services Development Bylaw No. 156 of 2016 and rearranging the relevant roles and responsibilities.

- Finalizing the legislative framework for the establishment of the Service and Public Administration Commission and the institutional arrangements for the government performance monitoring units.

- Amending the Civil Service Bylaw No. 9 of 2020 to ensure outlining the outputs of modernization by highlighting the outputs of the human resources and leadership component.

- Activating and developing legislations on compliance and governance in a manner that strengthens the role of the entity within the Prime Ministry responsible for monitoring performance, and other oversight bodies such as the Audit Bureau and the Integrity and Anti-Corruption Commission, and bodies concerned with developing plans and policies, especially the Ministry of Planning and International Cooperation and the Civil Service Bureau.

- Regulating the government and institutional performance management structure and the national system for public administration, integrity and governance to ensure enhanced compliance and accountability according to the proposed amendments in the structure, and to achieve 70% government compliance with the laws, regulations and instructions related to the management of the sector.

- Adopting the law related to investment and the business environment in Jordan and regulating the relevant legislation, especially with regard to customs procedures, income and sales taxes, and incentive systems.

- Reviewing the bylaw no. 80 of 2012 on establishing government departments and developing organizational structures, and amending it by adding provisions that guarantee the mechanism and requirements for establishing independent institutions.

- Finalizing a bylaw to ensure continuity of work and implementation by regulating the process of handing over responsibilities and tasks when making any changes in leadership positions (ministers, secretaries-general, general managers, (Handover & Transition Bylaw)).

2022 | **2023** | 2024 | 2025

- Reviewing the sectoral legislations (health, education, water, energy, agriculture and social development) in order to raise the efficiency of work in these sectors.

- Reviewing Planning Law No. 68 of 1971 and introducing amendments that ensure complementarity of roles and responsibilities among all parties in managing government performance (planning, succession, implementation, monitoring and evaluation) in a manner that ensures coherence with budget planning, human resources and setting future scenarios.

- Developing an integrated system for managing government leaders in terms of organization and procedures.

- Launching a government communication plan for enhancing transparency that details the new monitoring and accountability mechanisms, and ensures government agencies' compliance with laws and regulations.

- Sharing and disseminating compliance mechanisms to achieve transparency and integrity with the various entities and stakeholders, in addition to strengthening the role of the platform "your right to know" as a reliable reference to verify facts and refute rumors.

- Regular monitoring of performance and implementation of legislative initiatives in order to achieve 80% government compliance with laws, regulations, and instructions related to public sector management.

LEGISLATIONS

2022 | 2023 | **2024** | 2025

- Issuing a code of good practices and impact measurement to improve policymaking and decision-making.

- Establishing an integrated system of legislation that enhances governance and compliance, and separates the oversight and the executive roles.

- Finalizing the study on future scenarios that require proactive legislation in order to update them.

2022 | 2023 | 2024 | **2025**

- Adopting a proactive legislative approach to address the risks in future scenarios in order to create advanced and efficient legislations.

- Adopting a positive change approach in drafting legislation in order to motivate adherence and immediate compliance with its requirements.

- Applying an electronic system to automate legislation and adopting modern technology for managing and developing legislation.

- Applying an electronic system and adopting modern technology for immediate compliance.

- Developing integrated technology systems to strengthen the management and development of legislation and the rule of law (RegTech).

- Regular monitoring of performance and implementation of legislative initiatives in order to achieve 95% government compliance with laws, regulations, and instructions related to public sector management.

- Evaluating implementation and identifying gaps and including them in the modernization plan for the years (2026-2028).

INSTITUTIONAL CULTURE

| **2022** | 2023 | 2024 | 2025 |

- Assigning the Service and Public Administration Commission the tasks of managing institutional culture development initiatives and coordinating with all relevant entities.

- Identifying the necessary criteria for the target future culture to implement reform initiatives.

- Identifying priority government agencies influenced by the public sector modernization initiatives (ministries that have direct contact with the citizen).

- Identifying the first phase of implementing the institutional culture project for 20% of government agencies.

- Preparing the institutional culture development path for the first phase by identifying the sponsor of change and the change team for each government agency, carrying out the assessment, analyzing the current situation, and identifying the procedures to be applied to bridge the gaps (the institutional culture development path).

- Appointing ministerial working groups and relevant parties concerned with the institutional culture development path.

- Launching an awareness plan on the importance of change, its sections, requirements and initiatives, by learning from best practices in this field.

- Starting the implementation of the institutional culture development path for the first phase.

| 2022 | **2023** | 2024 | 2025 |

- Reviewing and amending legislation related to institutional culture governance, especially human resources regulations, to ensure that incentives are linked to performance outcomes.

- Assessing the impact of applying the institutional culture development path in achieving the objectives of the reform initiatives for the first phase, and learning from them by reviewing and evaluating the results of performance indicators and feedback from the relevant entities.

- Identifying new government agencies by 40% to prepare the institutional culture development path - the second phase.

- Preparing the institutional culture development path - the second phase.

- Launching the first and second phases of "Together for Change / First Cycle" initiative in government institutions for the purpose of exchanging knowledge, guidance and learning from the implementation of the institutional culture development path for the first phase.

- Launching programs to develop the institutional culture of leaders and new staff in government institutions within their career path.

- Creating an award for the best change leader and the best change team that achieved the most and improved performance during reform initiatives (first cycle).

- Launching a government indicator "Institutional Culture Development" to measure the performance results of the change in the institutional culture of the government as a whole, and measuring it annually.

INSTITUTIONAL CULTURE

| 2022 | 2023 | **2024** | 2025 |

- Announcing the results of measuring the government indicator "Institutional Culture Development" to measure the performance outcomes of the change in the institutional culture of the government and the extent of improvement, to indicate the strategic transformation in the culture and leadership which can be observed in all government institutions.

- Completing the institutional culture development path for the remaining government agencies.

| 2022 | 2023 | 2024 | **2025** |

- Completing the implementation of the institutional culture development path for the remaining government agencies.

- Announcing the results of measuring the government indicator "Institutional Culture Development" to measure the performance outcomes of the change in the institutional culture of the government and the extent of improvement, to indicate the strategic transformation in the culture and leadership which can be observed in all government institutions.

- Creating an award for the best change leader and the best change team that achieved the most and improved performance during reform initiatives (second cycle).

PUBLIC SECTOR MODERNIZATION

THE ROADMAP

For more details on the public sector modernization
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