

PUBLIC SECTOR MODERNIZATION: DETAILED REFERENCE REPORTS



GOVERNMENT SERVICES

WHAT DO WE WANT? (OUTLINE OF DEVELOPMENT TRENDS)

- Government services that are available and accessible to citizens of all population groups and locations, through multiple channels that meet their needs, provided that digital services are the foundation.
- Integrated, interconnected, fast government services with easy procedures and a high level of performance, including those shared by more than one entity, by leveraging the available local capabilities and digital technologies and with the involvement of the private sector and local communities.
- Easy-to-access services through comprehensive service centers and generalist employees.
- Complete digital transformation of government services.
- Active participation of citizens and hearing their opinions through unified channels to obtain their feedback, measure the level of satisfaction, identify their needs and aspirations, and their participation in the design process and the institutional development of services.
- Front-line employees who are accountable for the level of performance, and empowered in providing services, and who have skills and knowledge that improve the level of service delivery and develop it.
- Proactive government services that are sustainable in quality and governance, which are provided within an institutional framework that manages government services, leads the development and improvement process in a sustainable manner, and ensures foundations for accountability at the individual and institutional levels.

INTRODUCTION

The Jordanian society has undergone multiple changes related to the management of government services, in terms of changes in visions or strategies on the public sector administration, and those related to clear standards and foundations of accountability and transparency, which led to a decline in the level of citizen confidence in government agencies. The government has worked hard over the years to rebuild the relationship between the citizen and the state and to raise confidence in government services through a number of initiatives to improve government services and facilitate access to them. Among the most important of these initiatives was automating a

number of government services that impact the life of citizens, however, the lack of sustainability of these initiatives has affected the quality and effectiveness of service delivery.

In an analysis of the current situation, the various results showed a decline in citizen satisfaction with the level of services provided. The average assessment of service centers according to unannounced visits (mystery shoppers) to service centers during the years 2019, 2020, and 2021 was (74%, 76%, 62%), respectively. The rate of satisfaction with government services, according to the report of the Excellence in Public Service Award at its fifth



session, was 77%. The decline in the level of government service provision is linked to major challenges faced by government services in the past years represented by three main elements, which are: **First: Operations**, and the accompanying complicated procedures, and (sometimes) conflicting requirements for obtaining services, as government agencies work in isolation in providing their services with weak interdependence and integration in procedures between government agencies and lack of data sharing necessary to provide services among them. In addition to the lack of comprehensive geographical coverage of the places where services are provided and the limited channels for providing them or the electronic payment channels, and not involving citizens in developing services or benefiting from the outcomes of the channels designated to hear their feedback. **Second: Individuals**, as the results of the analysis showed that there is weak accountability at the institutional and individual levels for the quality of services and its dependence on feedback, in addition to the multiple mechanisms for monitoring the performance of services and their dispersion, and the lack of adequate tools for empowerment and delegation of powers. **Third: Technology**, as there is weakness in the management of priorities and a disparity in the readiness of institutions and the complementarity between them, with a challenge in the legislation supporting digital transformation and the slow development of the automated and digital infrastructure.

Also, the continuous change in the major government trends on managing the government services development file, such as the abolition of the Ministry of Public Sector Development, and the Department of Institutional Performance Development and Policies, and the multiplicity of strategic directions and national documents for the development of the public sector, have affected

the sustainability of the government services development, and the absence of a national institutional framework to manage and measure the level of service performance, and the weakness of the institutional culture on accountability based on the outcomes of services.

Furthermore, the major changes that the world is going through, such as the Covid-19 pandemic, have put pressure on the government to develop services, simplify procedures, facilitate access to them, and adopt digital services as a basis. It also raised the expectations of citizens, individuals and institutions receiving services, to obtain responsive, flexible, effective and innovative services to meet their needs. In addition to enabling them to fairly obtain services at any time and from anywhere. Moreover, their demands to be provided with services from one comprehensive place that is easily accessible by all segments of society have increased, and from a generalist employee regardless of the back office operations and the parties involved in providing them, though all must be accountable. It has become imperative for government agencies to respond to these requirements by developing their services through interacting with the users and managing their data effectively and efficiently without duplication, while eliminating the impact of organizational boundaries between them at the level of services provided. Also, the need has emerged to open opportunities to provide services in partnership with the private sector and business institutions according to new business models. And to complete the digital transformation plans, it was imperative to create the legislative and regulatory environment and adopt strategic plans to sustain and encourage digital transformation. As there was an urgent need to upgrade the skills and knowledge of public sector employees and citizens in general, especially digital skills and knowledge that support the digital transformation process.

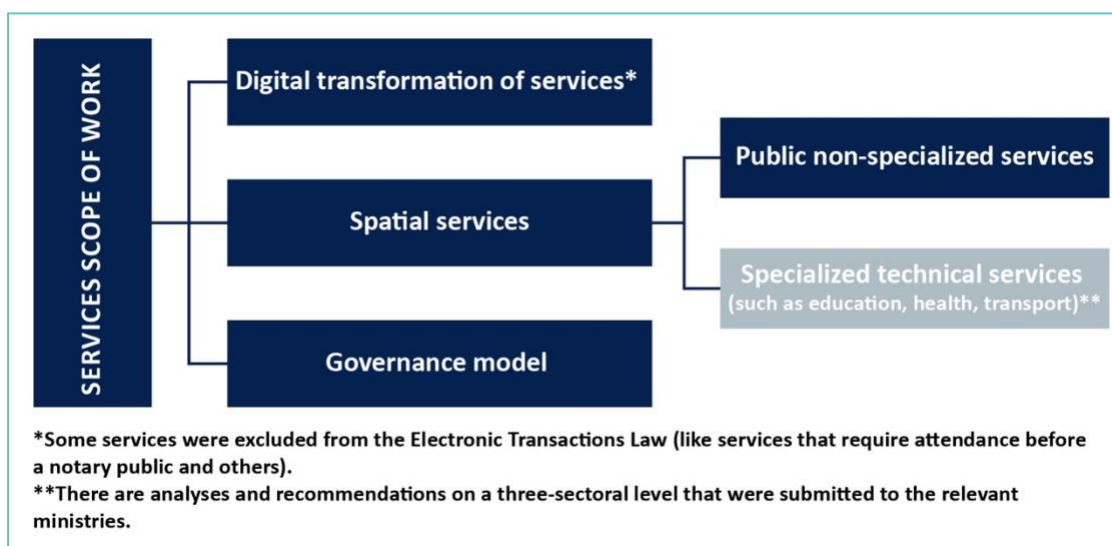




In implementation of the royal directives regarding the importance of implementing a program for the public sector development, whose main objective is to raise the level of services provided to citizens, facilitate bureaucratic procedures, raise the efficiency of

employees, move forward in the e-government program, invest in skills and capabilities, and deepen an organizational culture that is digital-friendly, the committee has given special importance to the component of government services and relied in its identification of the proposed reforms in this field on many local and international documents and reports, in addition to conducting benchmarking comparisons with international bodies with advanced positions in international indicators, and holding studies and consultation sessions with stakeholders in order to come up with practical initiatives that fulfill the **aspiration** to reach "**citizen-centered government services**". The services component included three main areas:

- 1- Spatial services¹.
- 2- Digital transformation of services.
- 3- Governance of government services.



¹ The spatial services component included non-specialized public services and did not include specialized services, such as: health, education, and transportation, as there are specialized sectoral teams to work on them.

THE CAUSES OF CHANGE

WHY DO WE NEED TO MODERNIZE GOVERNMENT SERVICES?

THE MAJOR CHALLENGES FACING THE DEVELOPMENT OF GOVERNMENT SERVICES

The satisfaction of users and citizens and their trust in the services	Enhancing the good governance of government services	Accessibility and rapid service provision	Digital transformation requirements
Lack of continuous improvement in the provision of services contrary to the high level of expectations of citizens and users	Discontinuity of institutionalizing service management and stability in terms of its design, development and delivery	The different distribution of places for service provision in government agencies and the services provided in these places, and the limited variety of tools for providing them	Failure to continue applying the standards of digital transformation governance
The traditional stereotypical mindset of government institutions in providing their services	Weak accountability for the quality of services and depending on feedback in addition to multiple mechanisms for monitoring services performance	Not introducing the service identification cards within the National Government Services Register	Lack of integration of digital transformation efforts and their dispersion
Lack of accountability for the findings of service delivery		Needs of people with disabilities and all segments of the society	Legislation regarding service provision is incomplete or ineffective to support digital transformation
Competency of service providers	Service development		Complicated operational and administrative procedures that need reviewing and simplification
The decline in the efficiency and skills of service providers, especially the front-line employees, and their failure to keep pace with the required technical skills	The absence of national projects for service development	Not taking into account the needs of all segments of the society whether in service design or service provision mechanisms	Lack of skills and human competencies and lack of digital awareness
			The lack of a national measuring system to measure progress in the digital transformation strategy

FIRST: OPERATIONS

1. **The government works silently and without marketing its successes.** Although the government has taken a number of developmental steps and has succeeded in introducing improvements in the provision of some services and the automation efforts that have accompanied it, **it has not paid the necessary attention to displaying these successes in a way that guarantees informing the citizens of the achievements that were made and encouraging them to benefit from them, thus raising their level of satisfaction and strengthening their confidence in the government.** There are also duplicated reform

efforts to develop services over the years without a real review of the reasons for success or failure, or even the lessons learned.

2. **Weak channels that listen to the voices of the citizens.** Despite the existence of several channels to hear the voices of citizens, including the platform “At Your Service”, the national call center, websites of government agencies, mystery shopper visits (centralized) and service satisfaction surveys (centralized). However, **the multiplicity of messages and tools for citizen engagement has weakened the response to improvement efforts.** In addition, government agencies no longer



follow up on suggestion and complaint boxes, which are considered additional tools that spread the culture of direct reporting of problems to the official and solving them. In addition to listening in response to the voices of the users without conducting a detailed and comprehensive analysis of the outputs of all mechanisms, and not linking them to accountability mechanisms and accordingly improving the services provided. Furthermore, in view of the findings of the study, there is a slowdown in the process of improving government services compared to the accelerated knowledge development of the users, and their personal experiences and requirements. Also, there is a limited participation of users from the private sector, civil society organizations and entrepreneurs in designing and evaluating services as active partners according to specific criteria and specifications that guarantee the quality of the services provided.

3. **In general, government agencies operate in silos without integration in operations, and are sometimes even in conflict with each other.** This is due to several factors, including the traditional stereotypical mindset of government agencies that focuses on the task entrusted to them without focusing on the requirements and needs of the users. In addition, there is a lack of interest in providing the service according to value, financial cost efficiency, or service effectiveness. Moreover, there is no acceptance, commitment or understanding by some institutions of the importance of focusing on users and their needs to obtain services from one place. In addition to the data and information scattered among several agencies, and each government agency claiming ownership of the data and information in its possession related to the user or the service provided, without a clear or binding policy for government agencies to share information among themselves and not repeatedly ask for the

information or leveraging it when developing services. Furthermore, most of the specific performance indicators for services still focus on direct outputs, without focusing on contact points between government institutions when providing services in order to control and govern them or measure the impact of the development process (if any), and without specifying clear targets or foundations to start from or build upon. In addition, there is no consistency in the authority responsible for drafting service development policies from a holistic, integrated and unified perspective to provide services and determine priorities.

4. **There is a discrepancy in the quality level of services due to the lack of sustainable accountability of government agencies regarding the level of services provided.** This is due to a number of reasons, including the continuous change of strategic directions on service management governance and the legislative frameworks necessary to provide services, and the absence of a strong, independent and fully funded entity that reports to the highest authority responsible for service development in the country on the performance, efficiency and productivity of the public sector services management. In addition to the absence of a unified umbrella for defining and declaring service standards and monitoring compliance with their implementation, and the absence of agreed upon standards for prioritizing services on which the directions for improving services in their traditional form and/or automating them are based. Moreover, the legislative environment for a number of services needs to be updated to support digital transformation. In addition to what has been mentioned, there is an overlap and multiplicity of agencies concerned with evaluating the performance of services without cooperation or coordination among them, which leads to dispersion of efforts in implementing initiatives to develop services and meet the needs of users, and failure to keep pace with



modern trends in monitoring and evaluating the service performance or in their design through the technical tools necessary to provide information to the decision-maker promptly and easily.

5. **Weak accountability at the institutional and individual level for the service quality and its reliance on feedback, in addition to the multiplicity of mechanisms for monitoring the service performance and their dispersed performance indicators, due to the absence of a comprehensive framework for accountability for the performance of service delivery in the public sector,** to ensure the application of modernized standards for evaluating the quality of services, and the commitment of government agencies to the agreed targets, and to improve the provision of services in the public sector on a continuous and comprehensive basis. **Also, the results of service evaluation are not linked to the individual performance of those responsible for them.** In addition, **there is no central authority (government agency) for collecting data, findings and outputs and analyzing them in terms of the service provision reality,** including complaints and feedback. **There is also no clarity in the roles and responsibilities in policy-making and monitoring,** and the tools for evaluating services are dispersed and without integration among them (Awards of King Abdullah II Center for Excellence, The Crown Prince Award for Best Government Services Application - Prime Ministry, Crown Prince Foundation, Mystery Shopper, User Satisfaction Studies and others).
6. **The internal operational and administrative procedures are complicated and need to be reviewed and simplified, especially in services that involve more than one entity.** There is a weakness in the systems supporting services in government agencies, in addition to **overlapping roles between service providers** (central ministries, government departments in the governorates, municipalities, decentralization councils), specifically in the

field of planning, oversight, regulation and inspection. In addition, **there are no platforms for data exchange between institutions that ensure easy data exchange and continuity of electronic work between the various entities.**

7. **Random distribution and design of service delivery locations in government agencies in the governorates, and poor infrastructure, resource management and spatial environment.** There is a continuous increase in the volume of government services required in the governorates and the geographical coverage of the places where they are provided, **with the absence of a comprehensive plan for the distribution of service centers according to the volume of demand, the needs of all groups and other criteria.** There is also a weakness in the **readiness of the infrastructure of public service offices in various government departments and randomness in their design,** in addition to the randomness in the distribution of agencies and service offices between the governorates. Moreover, there is no policy that defines the requirements for streamlining or integrating services, and there is no study on the journey of the user. There is also a lack of clarity and transparency in announcing the requirements for providing services, the places where they are provided, the value of fees for them, and their procedures. In addition to **the failure to provide the requirements for waiting rooms or support services some places where services are provided,** such as halls accommodating the actual numbers of visitors, or providing support services such as printing and photocopying, toilets, **or taking into account the needs of all segments of society when designing services and mechanisms for providing them.** On the other hand, the limited availability of electronic payment channels constitutes a major challenge, especially in light of the citizens' tendency to use them.
8. **Failure to align plans for launching spatial services with digital transformation plans.**



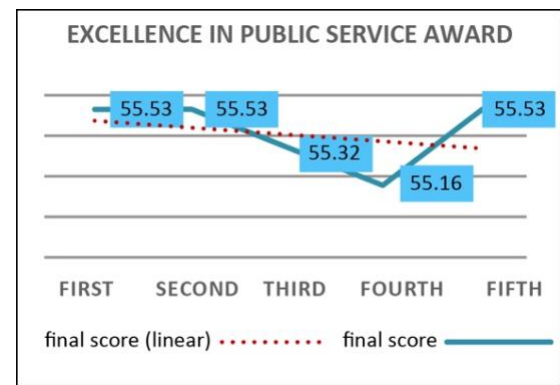
Although the stages through which the full digital transformation of services will take place in 2025 have been identified, **there is no coordination and alignment between the plans for launching spatial services and the plans for digital transformation**, to ensure integration at the national level. **This caused - the dispersion of efforts and the failure to achieve optimal utilization of resources.** There are also no projects dedicated to developing and improving services that cannot be automated or that do not fall within the automation priorities at the national level.

9. **The traditional stereotypical mindset of government institutions in providing their services without including innovation and creativity in the approach** that governs the work of most government agencies in providing services, without initiating to simplify procedures or **use creative thinking patterns as an institutional approach** that helps achieve the highest levels of performance efficiently and effectively as one government. In addition, **the concept of governmental partnerships with stakeholders other than government institutions is still not a priority for the Jordanian administration.** There is limited belief in the necessity of developing the relationship with various partners.

10. **Citizen satisfaction with the level of service is low, and there is a lack of trust between**

citizens and government institutions, and there is a prevailing impression of corruption.

The studies that have been conducted to measure the level of implemented government services and citizen satisfaction with them show a significant decline in the satisfaction level. According to the results of the measurement as reported by the King Abdullah II Center for Excellence in the year 2020, the overall satisfaction rate with the application “rate your experience” was 40%. The results of the evaluation of the Excellence in Public Service Award were as follows:



Also, there is a general dissatisfaction with the handling of complaints. For example, according to the platform “at your service”, the rate of satisfaction with the solutions and with the quality of classification and responses was 35% for both components.

SECOND: INDIVIDUALS

1. **Decline in the efficiency and skill of service providers, especially frontline employees, failure to keep up with the required technical skills, and resistance to change.** This is due to the weakness of human resources management and training plans and the absence of motivation for excellence among public servants. As there are no specialized qualification programs for service-delivery staff (at the frontline) that are compatible with

the requirements of the future, and focus on life skills, communication skills, and good conduct, and not only on technical knowledge, **while following accurate scientific methods in determining the developmental needs of human resources.** Also, plans and mechanisms for recruiting staff to provide services according to special competencies and skills are not systematically available. In addition to negative stereotypical ideas about



the importance of service providers and their role in the frontline as the first point of contact with the users, and the absence of special incentive programs or motivating career paths for frontline employees. Moreover, accountability mechanisms for performance, apart from complaints received, are not available or are not monitored and resolved. Besides, some employees cling to power, and do not operate with the spirit of service, and are strict in requesting information whether it is used or not. In general, service providers suffer from poor involvement in the design of service provision based on their experience and skills, which

leads to poor performance results of employees and institutions to which they belong, and their morale, satisfaction, and service to service recipients and the community decrease.

2. **The lack of foundations for rewards and incentives and the provision of appropriate financial allocations to attract and retain competencies.** There are no clear foundations related to the level of performance when providing services in the public sector, that are used to reinforce outstanding good performance, and to hold accountable for unsatisfactory performance.

THIRD: TECHNOLOGY

1. **Weak integration and interconnectedness of institutions (whole of government).**

Sometimes we find that some government agencies are implementing projects related to digital transformation by benefiting from international donors or donation programs, without consultation or coordination with the Ministry of Digital Economy and Entrepreneurship, which leads to distortions in the digital transformation system. There is also weakness in managing priorities and variation in readiness among government agencies, in addition to the inadequate preparedness of government agencies for digital transformation, and the lack of technological infrastructure to complete the digital transformation. Moreover, the lack of joint and effective government information systems linking government agencies with each other prevents the agencies from providing services electronically, in an integrated and interdependent manner that enables citizens to obtain services easily and promptly. In addition to the foregoing, we find that there are no unified standards for the digital transformation architecture of the government - Enterprise Architecture - standards for digital transformation

technology, to ensure interoperability between all entities in the public sector.

2. **Challenges of legislation and procedures.** There are difficulties in implementing legislation on digital transactions and digital identity, in addition to conflicting regulations and legislation on digital transformation. Moreover, there is no comprehensive review of the existing legislations on service provision, meaning that the instructions at the level of ministries are not regularly reviewed, and there are no attempts to simplify and align them with the digital transformation requirements.
3. **Challenges of ensuring the security and confidentiality of data and information.**

The Jordanian Cabinet passed the Personal Data Protection Bill for the year 2021, and submitted it to the House of Representatives, who referred it to the Parliamentary Economy and Investment Committee, granting it the status of urgency on January 24, 2022, to complete the constitutional stages related to the issuance of the law. This law will contribute to protecting personal data and defining the rules for governing access to and reuse of that data, including electronic data



THE FRAMEWORK

For the purpose of analyzing the current situation and development trends, previous government plans and reports were examined, such as the State of the Country report for several years, periodic user and employee satisfaction reports, the results of the King Abdullah II Award for Excellence, the Excellence in Public Service Award, the results of the Citizens' Voice reports, and reports of donor projects related to the level of government services, and global indicators on service performance and its impact on the government. Some benchmarking was also conducted in the three components mentioned above, and the different work models for providing services, and research studies were conducted with employees and users to assess the level of service delivery. As a first step, **seven service development guidelines** were identified as the

basis for the analysis process. Consultation sessions were also implemented with representatives from the public, private and other sectors. Based on the results of the study, the current situation was assessed and the main drivers of change (challenges) were identified. Subsequently, the **required institutional framework model was designed for service governance**, performance measurement, monitoring and evaluation, and the implementation of accountability principles. Furthermore, **four strategic objectives** were identified to be achieved over a period of four years, and the **initiatives** to achieve these objectives were set, in addition to clarifying the recommended methodology to be followed in the development of services in general, and the factors that must be available for success.

MAIN REQUIREMENTS FOR THE SUCCESS OF GOVERNMENT SERVICES DEVELOPMENT

Service governance, accountability and monitoring the performance of government services.

Drafting policies and providing guidance to government institutions to develop services.

Raising the efficiency of service providers and empowering them.

Providing the necessary digital technologies to ensure a smooth and seamless delivery of government services.

Involving citizens and stakeholders in the development of services.

Enhancing the institutional capabilities in providing services with innovative tools.

Promoting the principle of the whole of government.



GUIDELINES FOR SERVICE DEVELOPMENT:

The general framework of the service development component was designed, and the aspiration and strategic objectives were identified in line with the new global trends in service development, based on the following guidelines:

1. **Citizen-centered government services:** In designing their services, government agencies should focus on meeting the citizens' needs and aspirations of individuals and institutions in a fair, transparent, and proactive manner, and defining and introducing their rights and duties, as well as making their voices heard in a way that ensures active participation in service improvement and development.
2. **Digital service as a basis:** The need for the future direction to aim at digitalizing the services that citizens need as much as possible, through a single interface, and by providing direct or electronic digital training to users.
3. **Access to services:** The importance of diversifying service delivery channels to ensure accessibility for all categories of

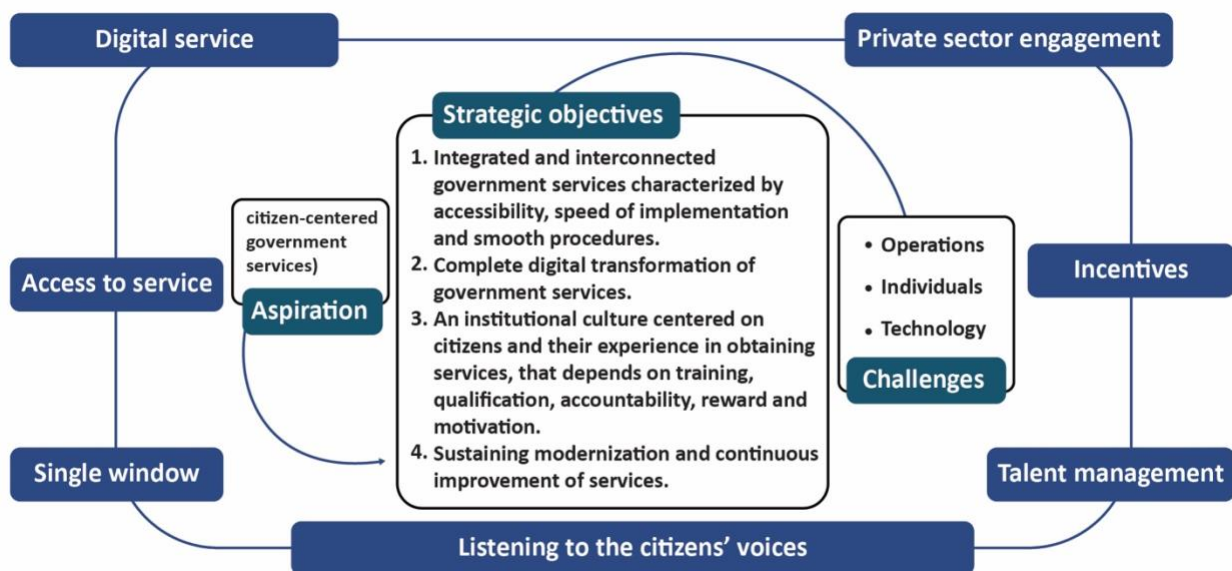
citizens, and that these services are fast and of value for their cost, with the need to review the user's journey to simplify it and create the legislative environment that supports the integration of services.

4. **Visual Identity / Single Window:** To design service provision locations and their infrastructure in a similar way.
5. **Employee Empowerment:** The need for service providers to have the qualifications, capabilities and powers that enable them to provide service at the highest levels.
6. **Incentives, evaluation, and rewards:** Developing and applying appropriate tools to evaluate, motivate and reward the performance of service providers, while linking their individual performance to institutional performance, according to key performance indicators agreed upon.
7. **Involving the private sector:** Studying possible alternatives to provide the service, and seizing the available opportunities by involving the private sector and civil society, according to modern business models and based on feasibility studies to evaluate the benefit versus the cost.



In general, the **strategic objectives** focused on establishing a **general framework for the governance of service provision**, monitoring the level of performance in providing, improving and developing services, **involving citizens in the process of developing and improving services**, and the importance of hearing their voices and benefiting from their observations in the improvement and development processes. In addition to **improving the spatial environment and the visual identity of public service offices**

and unifying them, meeting the needs and aspirations of citizens in a fair, transparent, and proactive manner, and defining and introducing them to their rights and duties, with the launch of new comprehensive government service centers in various regions of the Kingdom. Furthermore, a strategic objective has been dedicated to **achieve complete digital transformation in service provision**, in fulfillment of the principle of digital service as a basis.



The general framework for the development of government services was based on **some elements that must be available to build an integrated system that helps develop services**. The most important of these elements can be summarized as follows:

1. **Citizen-centered government services:** Specific, clear and transparent performance standards that ensure identifying the needs of users and citizens and meeting them, while ensuring justice, accountability and citizens' rights in providing them.

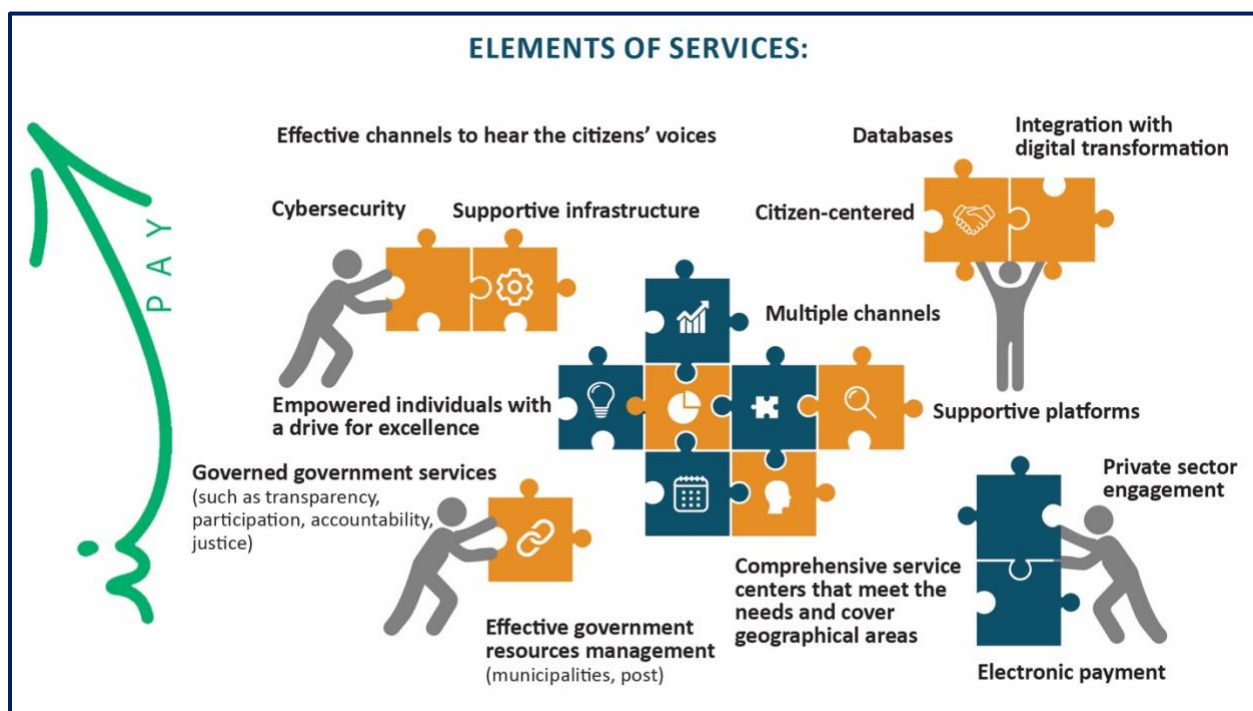
2. **The multiplicity and diversity of channels** in a way that facilitates easy and quick access to services in a fair and just manner.

3. **Effective government resources management:** making optimal use of government resources and applying the principle of whole of government in order to raise and improve performance.

4. **Comprehensive service centers that meet the needs and cover geographical areas:** Helping to meet the needs and aspirations of citizens.



5. **Empowered individuals with a drive for excellence:** building capabilities and providing foundations for evaluation, accountability, reward and motivation linked to the level of service delivery.
6. **Supportive infrastructure:** spatial and technological.
7. **Effective channels to hear the citizen's voice:** unified channels that help attract feedback and active participation, and benefitting from them in improvement and development.
8. **Integration with digital transformation:** coordinating efforts and achieving the greatest benefit in leveraging available resources.
9. **Electronic payment:** Safe and easy payment at no additional cost to the citizen, which helps in completing services digitally.
10. **Databases:** Ensuring interconnection and coordination between government agencies and facilitating and simplifying services procedures in which more than one agency is involved, without the need to request information from the citizen again.
11. **Cybersecurity:** Secure exchange of data and information, and protecting the citizen's privacy and personal information.
12. **Private sector engagement:** alternatives to service provision to ensure raising the level of service provision.
13. **Supportive platforms:** centralization of digital services.



ASPIRATIONS, STRATEGIC OBJECTIVES AND INITIATIVES

THE STRATEGIC ASPIRATION

“Citizen-centered government services”

To fulfill the above aspiration, four strategic objectives have been identified:

1. Integrated and interconnected government services characterized by accessibility, speed of implementation and smooth procedures.
2. Complete digital transformation of government services.
3. An institutional culture centered on citizens and their experience in obtaining services, that depends on training, qualification, accountability, reward and motivation.
4. Sustaining modernization and continuous improvement of services.

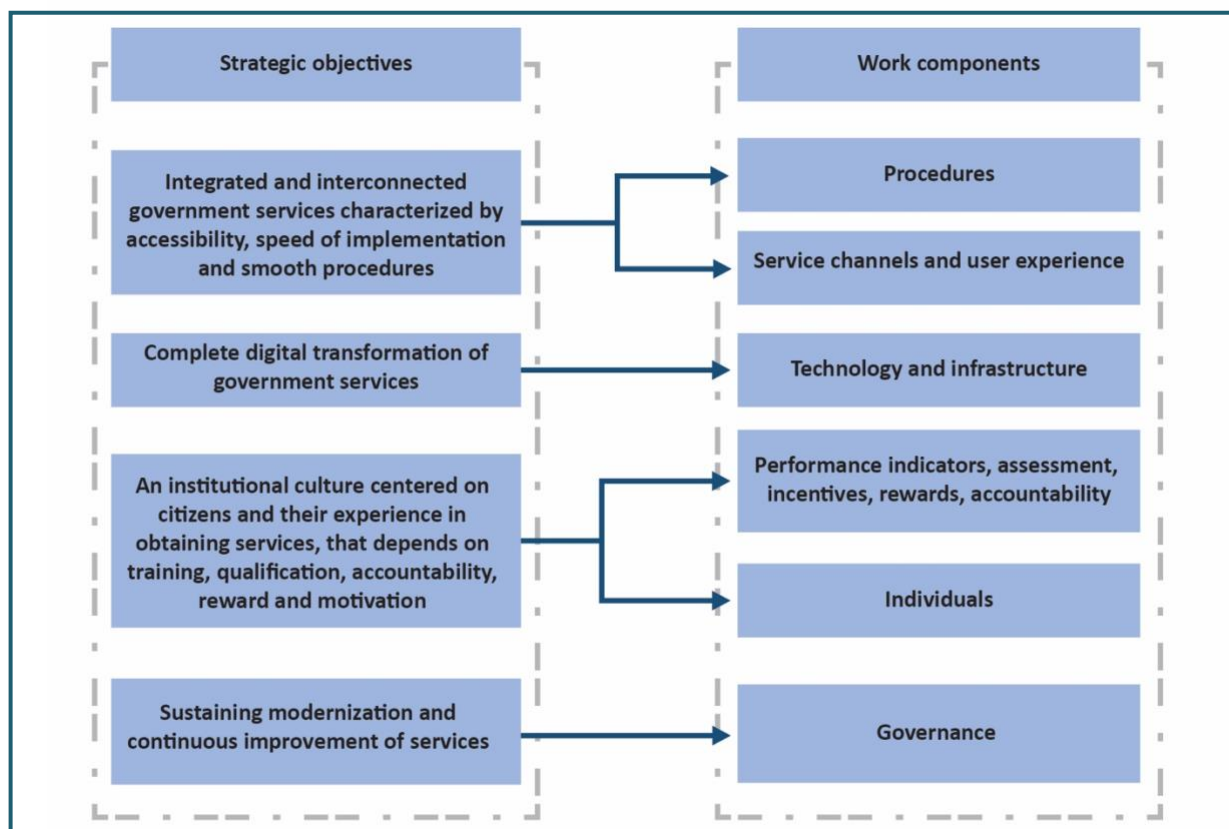
Attaining these objectives requires the government to work on several main components, with specific initiatives under them that aim to indicate the steps to be taken in order to reach the desired objectives and aspiration. The main work components are:

1. Procedures.
2. Service channels and user experience.
3. Technology and infrastructure.
4. Performance indicators, assessment, incentives, rewards, accountability.
5. Individuals.
6. Governance.



The components of service development are inherently integrated, as each component is linked to the others, and is considered a basis for achieving the desired objectives and reaching citizen-centered services. Also, the initiatives that fall under each component have been identified, while confirming that a disruption of one of the components leads to a disruption of the entire system.





The First Strategic Objective: Integrated and interconnected government services characterized by accessibility, speed of implementation and smooth procedures.

To achieve this objective, focus has been placed on two main components: procedures, and service channels and user experience. The procedures component focuses on the need to simplify procedures and services within an integrated comprehensive framework, which requires some foundations, including legislative/ legal foundations such as regulations and instructions, in addition to national strategies that ensure integration and interdependence between government agencies with regard to providing services, and providing shared/centralized platforms that help ease access to data and documents, with an interest in leveraging modern technology and applications to raise the level of government services provided to citizens of all categories.

One of the key elements to provide “citizen-centered services” is the availability of various service channels that are suitable to the needs of

citizens, and mainly built to improve the user experience permanently. In this component, initiatives were identified that support citizens’ accessibility to services, and obtaining them quickly without additional costs, and according to an easy experience. Moreover, it is necessary to focus on drawing feedback from citizens, and involving them in the process of designing and developing services effectively, and benefiting from them in the processes of improvement, development and provision of proactive services that raise their trust and satisfaction, while emphasizing the importance of knowing their rights and duties.

To achieve this, some initiatives were identified that would facilitate and simplify procedures, draw feedback from citizens, and involve them effectively and efficiently in the improvement and development processes, and that are to be completed over a period of four years.



INITIATIVES AND TIMEFRAME FOR EXPECTED OUTPUTS

	2022	2023	2024	2025
Expected Outputs	Adopting the "Government Services Development System" and reviewing the relevant legislation and policies	Complete and comprehensive application of the Government Services Development System and the proposed structure of public service	Reviewing the "Government Services Management and Development Strategy" based on the results of the implementation of programs, regulations and studies on service provision, and the extent of governance and responsiveness to changes in the needs, expectations and behaviors of users	Continue to monitor and evaluate and improve the development of regulations, instructions, legislations and policies as needed
	Establishing a unified registry of services according to priority	Completing and endorsing the legislations, regulations and policies necessary for managing services (designing, submitting, and evaluating) and studying the cost of government services	Operationalizing comprehensive service centers at the rate of one center in each governorate, and starting to establish five additional centers and providing the opportunity for the private sector to operationalize five centers	Continue to implement all initiatives to reach the desired aspiration
	Drafting and launching the "Government Services Management and Development Strategy" in an integrated manner	Using government accelerators to address 15 government services challenges	Applying the unified visual identity and user journey to priority service offices	



	2022	2023	2024	2025
Expected Outputs	with the Digital Transformation Strategy			
	Developing the unified national registry of citizens' data (individuals, institutions and residents)	Launching a program to encourage youth, innovators and programmers to leverage open data to present pioneering business models that help develop services and new and innovative ways to present them to users		
	A central shared platform that ensures accessibility to data and documents (Information by default)	Establishing and operationalizing 15 comprehensive service centers similar to the Mqablain Center		
	Launching the principle of "interconnected service packages" to simulate life events (such as: certificate of a newborn, passport, modified family book, health insurance, vaccination certificate)	Redesigning the spatial environment annually for priority services to provide services in existing centers, and updating the user journey, the flow of services and their suitability to the needs of senior citizens and people with disabilities, and all segments of society, based on several inputs, including visits of the mystery shopper		



	2022	2023	2024	2025
Expected Outputs	Setting a policy for the unified government visual identity for service centers and integrating its implementation with the plan for establishing new comprehensive service centers, and developing a plan to implement the policy on existing public service offices according to the classified priority services	To start offering investment opportunities in comprehensive service centers that are managed by the private sector (in five comprehensive centers)		
	Launching a policy or mechanism for designing services by involving all stakeholders in designing or updating government service delivery procedures in a proactive manner	Designing and approving an electronic system for managing customer relations to draw feedback from users of different categories and locations efficiently and effectively		
	Implementing a comprehensive review of the level of spatial and digital services and identifying new centralized and unified mechanisms, in terms of their comprehensiveness, integration, baseline, targets and mechanisms for improving and	Launching programs to involve users in developing services and providing innovative proposals according to their experiences, perspectives and opinions for all services, and motivate them to actively participate and honor them	Continue to leverage future technology and any new innovations and non-traditional methods in the field of providing services and completing transactions in line with the expectations of users, such as: (artificial intelligence, the	



	2022	2023	2024	2025
Expected Outputs	linking them with institutional performance evaluation and the evaluation of the performance of managements and service providers		Internet of things, big data, and Blockchain).	
	Launching the concept of the whole of government	Improving services that include direct contact with citizens and the business environment (targeting 25 government agencies)		
	Stimulating innovation and leveraging modern technology to serve the process of service development			
	Launching a policy or mechanism for designing services by involving all stakeholders in designing or updating government service delivery procedures in a proactive manner			
	Operationalizing the comprehensive service center in Mqablain, adopting the operational model, and developing a			



	2022	2023	2024	2025
	comprehensive service center guide and rating the experience			

The Second Strategic Objective: complete digital transformation of government services.

Digital transformation is of great importance, so the technology and infrastructure component focuses on the need to provide services of digital origin, through an interactive service platform that provides simple, fast and comprehensive services that do not overlook anyone and meet the needs of beneficiaries and ensure their satisfaction with a one-time request for data

only, while ensuring digital inclusion/inclusiveness and achieving fair and equal access to digital government services. To realize this, a number of initiatives were identified within the digital transformation plan, and will be implemented over a period of four years.

INITIATIVES AND TIMEFRAME FOR EXPECTED OUTPUTS

	2022	2023	2024	2025
Expected Outputs	Digitalization of 486 government services according to priorities - 20% of services	Launching 227 new digital government services - 40% of services	Digitalization of 60% of services	Completing the digital transformation of services, i.e. reaching 100% of digitalized government services
	Developing a unified national registry for individuals, institutions and residents	To start applying the unified government resource management system	To continue working on developing the digital infrastructure of government institutions	Reaching 3.5 million activated digital IDs



	2022	2023	2024	2025
Expected Outputs	Developing the Unified Government Services Registry and studying all requirements to simplify procedures		Complete transformation to digital payments in the public sector	One government in providing services to the citizen (No wrong door policy)
	Establishing a system for managing and collecting government payments and receivables, including the small payments system that is being developed by the Ministry of Digital Economy and Entrepreneurship	Full activation of digital signature for government transactions and reaching 2 million activated digital IDs	Launching the open data platform	Achieving 50% of the transition to government cloud computing
		Launching the fifth generation	Involving the private sector in digital transformation through partnership projects and adopting the principle of PPP and BOT in digital transformation	
	Establishing a government data center to support the current one		Operationalizing a digital system to monitor the performance and effectiveness of digital government services and their platforms	Drafting new policies to leverage future technology and any new innovations and non-traditional methods in the field of providing services and completing transactions in line with the
	Developing the optical fiber network			



	2022	2023	2024	2025
	Launching the digital identity and activating the use of digital documents Launching the unified government platform for services (website) Establishing a government correspondence management system and launching the service for use by the private sector A central shared platform that ensures accessibility to data and documents (Information by default)			expectations of users, such as: (artificial intelligence, the Internet of things, big data, and Blockchain)

The Third Strategic Objective: An institutional culture centered on citizens and their experience in obtaining services, that depends on training, rehabilitation, accountability, reward and motivation.

The **monitoring and evaluation process**, through **quantitative and qualitative performance indicators** that reflect the level of individual and institutional performance, is a cornerstone of **service management and development**. This also requires linking the results of measurement and monitoring with foundations for rewards, incentives and accountability standards at the individual and institutional levels.

Service-delivery staff are also an important factor with a significant impact on the level of

service provided, which requires paying **attention to building staff capabilities within plans based on needs assessment** to achieve job requirements and carry out the tasks entrusted to them at the required level. To fulfill this, some initiatives were identified and distributed over a period of four years to ensure the application of the principles of accountability, reward and motivation on a continuous and institutionalized basis, and to build capacities in a systematic manner that achieves the aspiration.



INITIATIVES AND TIMEFRAME FOR EXPECTED OUTPUTS

	2022	2023	2024	2025
Expected Outputs	Identifying services indicators that measure the level of service performance, including the user journey, and relying on them as an input for evaluating the performance of public servants	Training 30% of the employees providing services and frontline employees who were identified, on the skills of dealing with the public and the tools necessary to develop and provide services in accordance with the approved system, policies, strategy and guidelines	Training 30% (additional) of the employees providing services and frontline employees, who were identified, on the skills of dealing with the public and the tools necessary to develop and provide services in accordance with the approved system, policies, strategy and guidelines	Continuing all initiatives to reach the desired aspiration. Reviewing and evaluating improvement plans and their level of implementation, and their impact on the development of services, and identifying lessons learned
	Designing career and training paths, incentives and rewards, and developing programs to raise the capabilities, skills and knowledge of service providers	To start working according to the service indicators that were identified in the evaluation and accountability system, and on 20% of government agencies that serve 20% of citizens	Including 60% of all government agencies in the evaluation and accountability system according to the results of performance reports and hearing the voices of citizens	Adopting new tools based on future technology and any new non-traditional innovations in the field of evaluating the performance of services, involving stakeholders and completing transactions in line with the rapid change in this field, such as: (artificial intelligence, the Internet of things, big data and Blockchain).
	Training 30% of service providers and frontline employees	Publishing all data related to the provided government		



	2022	2023	2024	2025
	from priority government agencies to develop and provide services	services on a government platform for open data management (currently managed by the Ministry of Digital Economy and Entrepreneurship) and spreading awareness of this platform		
	An integrated mechanism to measure the level of service performance and hear the voices of citizens	Launching the first report, based on the evaluation results, with a unified message for the government agencies management to identify priorities for improvement and development		
	Launching a strategy for communication between government agencies and users to build confidence in government agencies' commitment to providing services that meet their needs and aspirations, and introducing tools to make their voices heard and clarify the importance of their contribution to the development of services	Government agencies should review their strategies to include strategic programs that focus on developing services and delivery channels, along with developing improvement action plans for the services provided		
	Adopting and applying a composite index of service	Launching an empowerment system for service providers		



	2022	2023	2024	2025
	management in selected government institutions based on criteria for service management such as increasing revenues, rationalizing costs, improving service quality, or increasing user satisfaction, etc.	and holding them accountable		
	Adopting the policy of publishing performance and evaluation reports	Designing and approving a government system for managing user relations to draw feedback from users of different categories and locations efficiently and effectively		

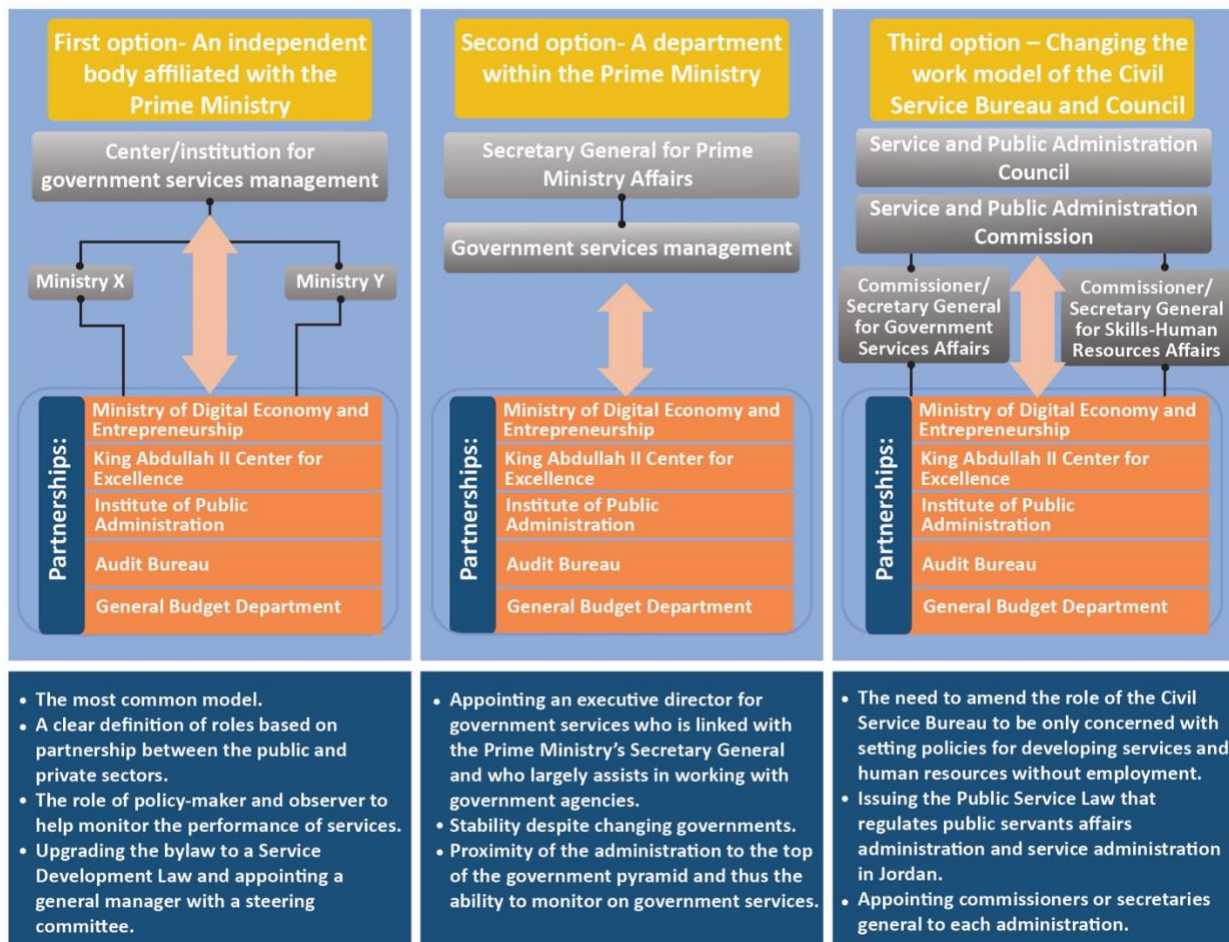
The Fourth Strategic Objective: Sustaining modernization and continuous improvement of services.

First: Service management framework.

The commitment of all government departments and institutions to **the rules of good governance that guarantee the quality and efficiency of government services, in a way that enhances the effectiveness of government performance and citizens' confidence in government services and contributes to preserving public money**, is a basic requirement for achieving the desired objectives of governments at various levels. Accordingly, to ensure sustainability in the development of services, and to create a

comprehensive national framework for managing government services, and to measure and monitor the level of performance, and to work on developing these services in an integrated and interdependent manner at the level of all government agencies, and the results achieved from the implementation of the mentioned initiatives, different global models for service governance were examined and three work models were proposed as shown in the figure below:





Accordingly, and to ensure complementarity with what was mentioned in the human resources component, and after balancing the possible pros and cons of each model, the committee approved the adoption of the third model, which recommends restructuring the governance and restructuring of the bodies responsible for managing human resources and the public service, and enhancing their capabilities in preparation for the establishment of the Service and Public Administration Commission, while providing a steering council to set policies, monitor the performance of services, manage human resources, and study the best operational model to achieve the specific objectives of this commission.

The recommended model realizes the following advantages:

- Capacity development and building.
- Expanding the work of the bodies responsible for managing human resources and the public office in all its components, including integration with government services.
- Ensuring stability and sustainability.
- It can be implemented in a shorter period of time.

However, this has the following requirements:

- Substantial legislative amendments and modification of the work mechanisms of these bodies to establish the Service and Public Administration Commission.
- Providing the Commission with the required resources and capabilities.



INITIATIVES AND TIMEFRAME FOR EXPECTED OUTPUTS

	2022	2023	2024	2025
Expected Outputs	Establishing the Service and Public Administration Commission for the governance of government services:	Initiating evaluation processes and making reports on work progress from the Service and Public Administration Commission, determining completion rates, and continuing to supervise the implementation of the service development and management plan through the approved operational model	To continue working according to plans, tasks and the operational model	To continue monitoring and evaluation and improve the development of regulations, instructions, legislations and policies related to services as needed
	• Endorsing the operational model for service governance			
	• Drafting and approving relevant legislations and regulations.	Publishing periodic reports on the level of services (accountability and linking individual and institutional performance and evaluating managers)		
	• Identifying priorities			



Second: Service development and continuous improvement methodology

For the proposed commission to function in harmony and in a unified manner among government agencies, the service development process needs a clear and sustainable methodology in accordance with a specific timeframe, and which includes all government services, and ensures the fulfillment of the requirements of all citizens of all categories, places of residence, and all social, educational and cultural levels:

First year

- Evaluating services (locations, efficiency and effectiveness of service offices, digital infrastructure, evaluation and reward system, interconnected services) according to the priority table (3 months).
- Drafting an executive plan with corrective measures (3 months) that includes: geographical coverage of services based on population density data, distance from service centers, plans for building capacities and individual skills, legislations to be amended, visual identity requirements, building a system of performance indicators, and a digital transformation plan.

Second year

Starting the implementation of the reform plan from one to two years, depending on the size of the institution and the requirements of the plan.

- Periodic review of the progress of the corrective plan, feedback and taking the necessary measures.

Third year

- Completing the implementation of the plan, assessing its impact, and rewarding institutions with outstanding performance.
- Monitoring and evaluating the progress of the plan and identifying the causes of deviation.

Fourth year

- Reevaluating services based on updates and keeping abreast of developments and changes in the internal and external environment

Some Prioritization Factors

1. The number of transactions
2. Transaction value
3. The value for citizens
4. The level of complexity
5. The cultural value
6. The economic value

Enablers of Service Development Methodology

1. Governance system
2. Shared government digital infrastructure
3. Strategic partnerships
4. Providing financial allocations
5. The standardized system for government resources management
6. Establishing a unified window to enhance citizen participation in service provision



Priority government agencies distributed according to years and nature of service		
Year	Individual services	Institutional services
2022-2023	Civil Status and Passport Department	The Ministry of Industry and Trade
	Health Insurance Administration	The Ministry of Investment
	Department of Land and Survey	Companies Control Department
	Social Security Corporation	Department of Land and Survey
	Department of the Chief Justice	Social Security Corporation
	The Ministry of Justice	Aqaba Economic Authority
	The Ministry of Labor (transitional period)	Jordan Customs Department
	The Ministry of Interior	Greater Amman Municipality and the municipalities
	Drivers and Vehicles Licensing Department	
2023-2024	Greater Amman Municipality and the municipalities	The Ministry of Labor (transitional period)
	Income and Sales Tax Department	Jordan Food and Drug Administration
	The Ministry of Social Development and the National Aid Fund	Jordan Standards and Metrology Organization (JSMO)
	Civil Service Bureau	Government Tenders Directorate

In addition, priority government agencies have been identified to participate in comprehensive service centers to ensure the provision of integrated services that are in line with the digital transformation plan, and help strengthen efforts to provide services that meet citizen needs and raise the level of satisfaction.

Priority government agencies to participate in comprehensive service centers

- Civil Status and Passport Department
- Health Insurance Administration (partial services)
- Department of Land and Survey (partial services)
- Social Security Corporation
- Ministry of Social Development and the National Aid Fund
- Ministry of Health (partial services)
- Ministry of Education (partial services) (transitional period)

- Ministry of Industry and Trade and Supply
- Ministry of Interior (partial services)
- Income and Sales Tax Department (partial services)
- Civil Service Bureau (partial services)
- Companies Control Department
- Ministry of Investment
- Greater Amman Municipality & the municipalities
- Drivers and Vehicles Licensing Department (partial services)
- Ministry of Justice
- Ministry of Labor (transitional period)



Furthermore, the priorities of digital transformation must be fully aligned with the priorities of service development, especially since the principle of "digital service as a basis" is a fundamental principle in developing and improving services.

Accordingly, the priorities for digital transformation were determined based on the nature and importance of the service, the number of transactions and the possibility of digitalizing them. A timeframe was also set for digitalizing these services and providing them to citizens through electronic platforms supported by payment methods

Services of priority agencies in digital transformation Entities with the highest number of transactions		
Entity	Number of services	Automated services
Ministry of Education (transitional period)	34	4
Income and Sales Tax Department	38	22
Health Insurance Administration	67	44
Civil Status and Passport Department	75	9
Department of Land and Survey	71	47
Greater Amman Municipality	120	83
Social Security Corporation	47	8
Drivers and Vehicles Licensing Department	72	45



Services of priority agencies in digital transformation Basic services and service partners		
Entity	Number of services	Automated services
Companies Control Department	55	38
Ministry of Local Administration/Municipalities	56	4
Ministry of Justice	61	26
Jordan Customs Department	53	53
Government Tenders Directorate	19	7
Ministry of Environment	18	1
Jordan Standards and Metrology Organization (JSMO)	20	0
Ministry of Health	85	1
Ministry of Social Development	84	11
Ministry of Investment	85	47
Ministry of Industry and Trade	69	36
Ministry of Interior	60	27
Ministry of Labor (transitional period)	33	6
Ministry of Higher Education and Scientific Research (transitional period)	12	4
Jordan Food and Drug Administration	178	80



SUCCESS FACTORS

Achieving the desired goal of developing government services requires providing key success factors that help overcome the challenges facing government sectors, and ensure benefit from previous experiences. The most important of these factors can be summarized as follows:

- Commitment and support at all levels and from the highest authorities.
- Adopting the change management approach.
- Building and maintaining capacities and providing infrastructure.
- Focusing on the long-term impact.
- Building an integrated governance system.
- Consolidating the efforts of entities concerned with the management and development of services.
- Involving all stakeholders in the development and transformation of services, evaluating their performance and being transparent about results.



PUBLIC SECTOR MODERNIZATION: DETAILED REFERENCE REPORTS



GOVERNMENT SERVICES