



PUBLIC SECTOR MODERNIZATION: DETAILED REFERENCE REPORTS



POLICY AND DECISION MAKING



WHAT DO WE WANT? (AN OUTLINE OF DEVELOPMENT TRENDS)

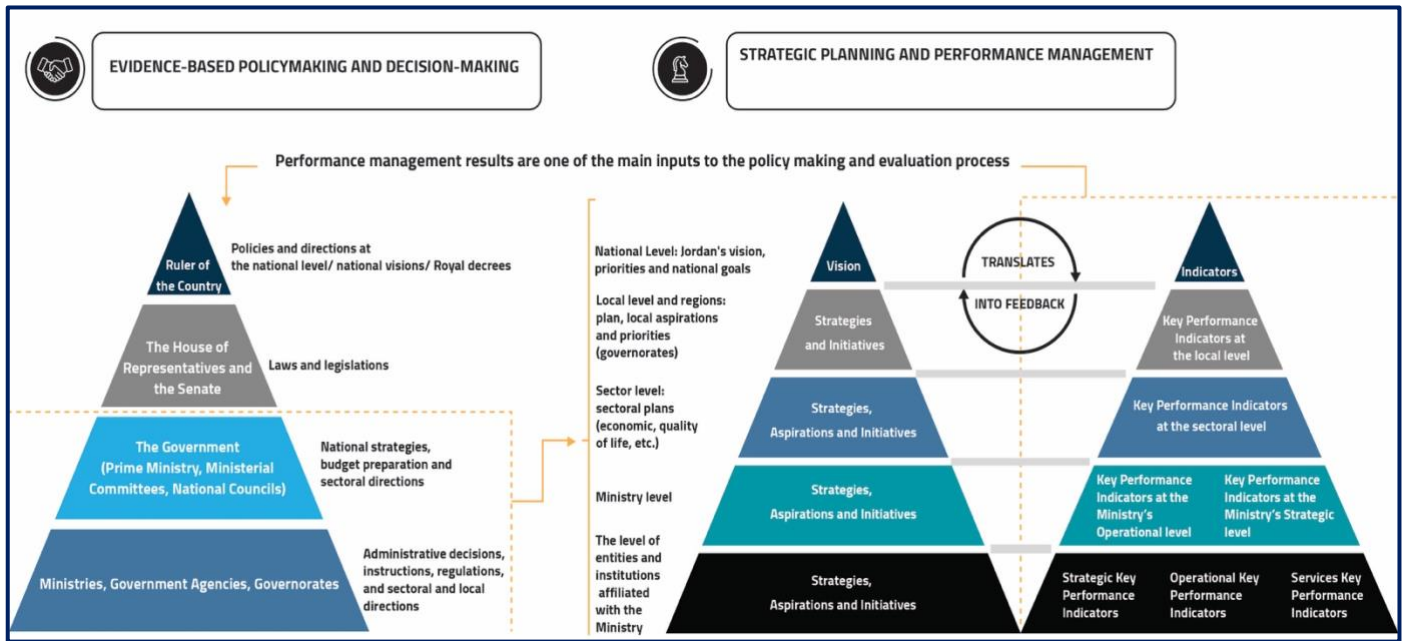
- Institutional policy and decision-making at all administrative levels in an efficient and cost-effective manner by adopting modern technology.
- Consistent views on policies within government administration.
- Deciding on any policy after an in-depth study of the feasibility of the study in terms of its positive economic, social and environmental impact.
- Pre-assessment (pilot application and scenario analysis) of government policies and impact assessment (post-assessment), in an institutionalized and mainstreamed manner.
- Developed legislative and regulatory framework to ensure the quality of impact assessment and consultation processes implemented by government agencies for policies submitted for endorsement.
- Advanced institutional capabilities to conduct impact assessment studies in the public sector, and knowledge-support and availability of information and analytical capabilities for the impact of public policies.
- Active participation of citizens and target groups in policy and decision-making.

INTRODUCTION

Public policy is considered **a guiding framework for decision-making or a work methodology to achieve a targeted impact or change. Public policies support the political endeavors and regulatory directions of governments** that have emerged in response to ever-changing global conditions. The policy and decision-making process depends on developing a frame of reference that defines the relationship between

policy-making and decision-making on the one hand, and strategic planning and performance measurement on the other hand, as they are closely interlinked. The policy and decision-making processes are also consistent with the strategic planning and performance measurement processes according to the illustration shown below.





THE CAUSES OF CHANGE

WHY DO WE NEED MODERNIZATION IN THE AREA OF POLICY AND DECISION-MAKING?

First: Weak institutionalization of policy and decision-making at various levels in the public sector (the Prime Ministry, national councils, ministries and government agencies and administrations) such that it does not guarantee consistency in decisions and their alignment with national trends, **with the absence of accountability for institutional references responsible for setting and developing policy priorities;** as ministers are individually responsible for setting and implementing policies, but they are also collectively responsible for the policies and decisions of the government as a whole. **Moreover, there is no mechanism to hold the executive level accountable within government agencies regarding the accuracy of data, the quality of impact studies, and the consultation process,** in a way that will positively affect the integrity and maturity of policies.

Furthermore, the decision-making process is sometimes subject to personal attitudes, in the absence of the legislative and regulatory

framework necessary to assess the prior impact of policies and decisions and its various tools used, that will result from the implementation of the proposed policies.

Second: Limited institutional capacities necessary for conducting impact assessment within the entities, which need to be conducted by researchers and analysts from economic, social and political backgrounds and specialists in the relevant sector or field. Besides, most of those working on impact studies are from legal backgrounds, while these studies provide legislators with information and specialized technical directions that help in drafting legislation, with the participation of experts specialized in the field of work in addition to their economic or social experience.

On the other hand, the diversity, complexity and divergence of government policy areas require, of course, a variety of expertise to conduct impact assessment studies, which cannot be provided in all entities. Therefore, it is important



to find administrative units that provide these assessment studies or to find financial allocations to seek the assistance of companies and experts to help in conducting them. This certainly depends on a number of criteria that classify these policies according to their complexity, importance and breadth of impact. In addition, **the lack and unsustainability of providing the necessary data and indicators to enable departments to develop their policy priorities based on the results of the analysis and to link them to future challenges and requirements** limits the ability of the government to promptly respond to emergencies and deal with them. Furthermore, **there are limited institutional capabilities within agencies that are necessary to conduct analytical studies and research, monitor and analyze global events and trends from the perspective of national interests, predict crises and their indicators, and identify areas for improvement and development opportunities and alternatives for leveraging them, with the absence of an institutional process for analyzing policy options.** In addition to the **weak institutional partnerships with studies, information and research centers** that enable the provision of knowledge and information support and surveys.

Third: Low adoption of the outputs of independent reports as a means of assessing the impact of policies, such as the reports of the Audit Bureau, the State of the Country report issued by the Economic and Social Council, the results of surveys issued by the Center for Strategic Studies at the University of Jordan, the assessment reports of the King Abdullah II Center for Excellence, and strengthening the role of the various sectoral councils as independent assessment bodies that have appropriate capabilities.

Fourth: The poor quality of impact assessments and consultation processes in the absence of a legislative and regulatory framework for the process of monitoring the quality of impact assessments, as the Government Decision

Support Unit in the Prime Ministry has been abolished.

Fifth: The absence of impact assessment studies for government policies and decisions and failure to use them systematically and periodically, despite the existence of a policy to assess the organizational and financial impact of government policies, which was approved and circulated by the Cabinet in 2018, and the subsequent steps represented in providing the procedural manual explaining the policy, which was approved and circulated for implementation in 2020, in addition to training (300) employees on the concept of impact assessment and the mechanisms of using the procedural manual. However, to this date, they have not been used in a systematic and integrated manner and have not become part of the tasks of the public administration, **as the impact assessment is conducted on ad hoc and sporadic cases without practical foundations and unified standards; moreover, the studies submitted by the entities are only a formality,** as the impact assessment form and legislative data are filled out as a requirement for submission to the Cabinet. This causes limited added value of impact assessment, and cannot contribute significantly to improving the policy-making process and the quality of legislation.

Sixth: Difficulty in accessing the necessary data to support making sound decisions based on actual reality. Decision makers sometimes do not have access to necessary (and sometimes “accurate”) data, and in some cases data is not available. Policy-makers and decision-makers also lack references from which relevant decisions taken previously can be inferred, in order to benefit from lessons learned, or to understand the justifications for making previous decisions. **Moreover, the lack of a system that documents the stages of drafting and developing the policy and its implementation** makes it difficult for the relevant persons to monitor the implementation of the decision and the extent of compliance with it, or to avoid any repetition or contradiction.



Seventh: Weak involvement of all internal stakeholders in the policy and decision-making process, as the policy making process is currently confined within the governmental framework and relies only on limited internal contributions, and the consultation process is applied only by the Legislation and Opinion Bureau on draft laws and regulations, and it is regulated through the Administrative Organization Bylaw of the Bureau, while there is no procedural framework to ensure the quality and non-formality of the consultation process. The consultation process in the Bureau is also based on written consultation by allowing citizens to submit written comments on draft laws and regulations for only 15 days before submitting them to the Cabinet for approval and formal issuance procedures. Furthermore, some government agencies engage internal stakeholders according to an approach characterized by:

- Limited optimization of the consultation outcomes.
- Limited diversity of consultation mechanisms and their linkage to the nature, relevance, complexity and impact of policies.

- Weak institutional framework supporting the development of shared policies, which ensure the participation of all government agencies concerned with developing these policies, through technical work teams whose members are selected based on specialized knowledge and experience.
- Weakness in linking the concept of accountability to the outcomes achieved after policy implementation, in such a way that will ensure the quality of policy making, the involvement of stakeholders, and the quality of implementation.

Eighth: Poor involvement and consultation of citizens, experts, specialists, academic bodies and research centers in policy-making. Some entities follow a clear approach in the consultation process and apply various methods, such as the Ministry of Digital Economy, **but most of the entities do not carry out an external consultation process or do so in an unsystematic and unstructured manner.** There are also many experts, specialists, academic bodies, and research and consultation centers concerned with making untapped policies in this field.

THE FRAMEWORK

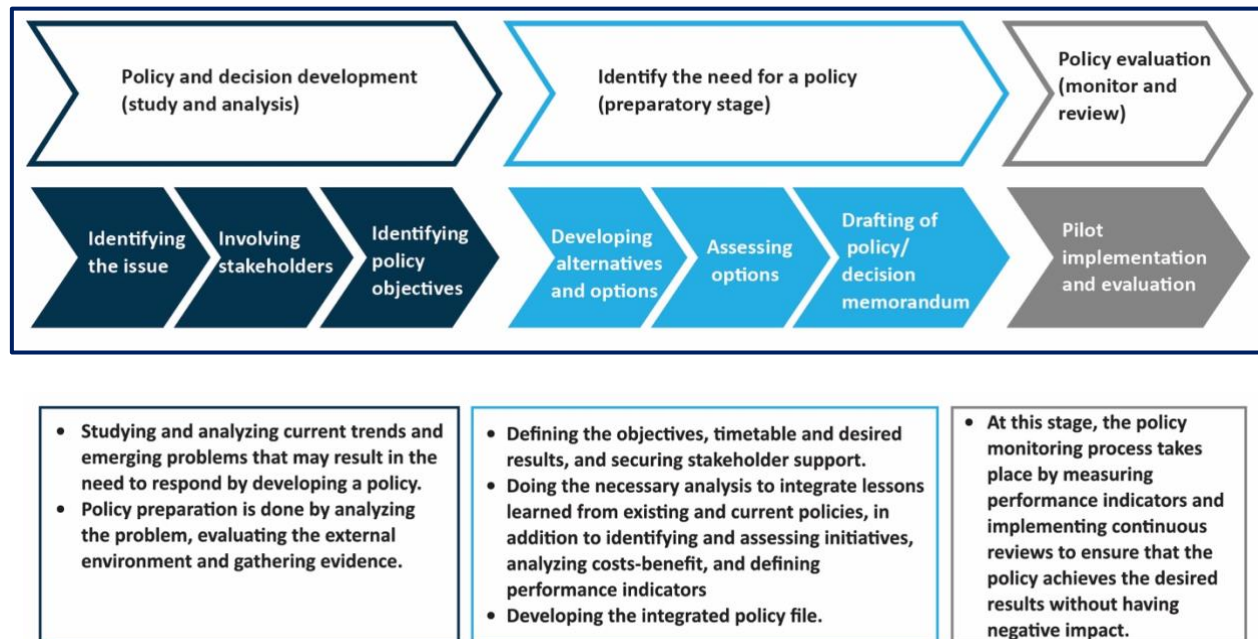
The policy and decision-making process according to the leading practices and their different sources is subject to the following main steps, which later formed the components of the analytical framework upon which this report was based with regard to assessing the current situation and developing recommendations and proposed initiatives. Based on the most important outcomes of the review of leading practices and the main steps taken for policy-making and decision-making, the following

analytical framework was adopted, which is based on three main phases starting with the phase of identifying the need for the policy/decision, the development phase, and the evaluation phase. Moreover, eight steps were identified within the main phases, starting with defining the problem, involving the stakeholders, defining the desired objectives of the policy/decision, then coming up with several options and alternatives, evaluating them, adopting and formulating the most appropriate

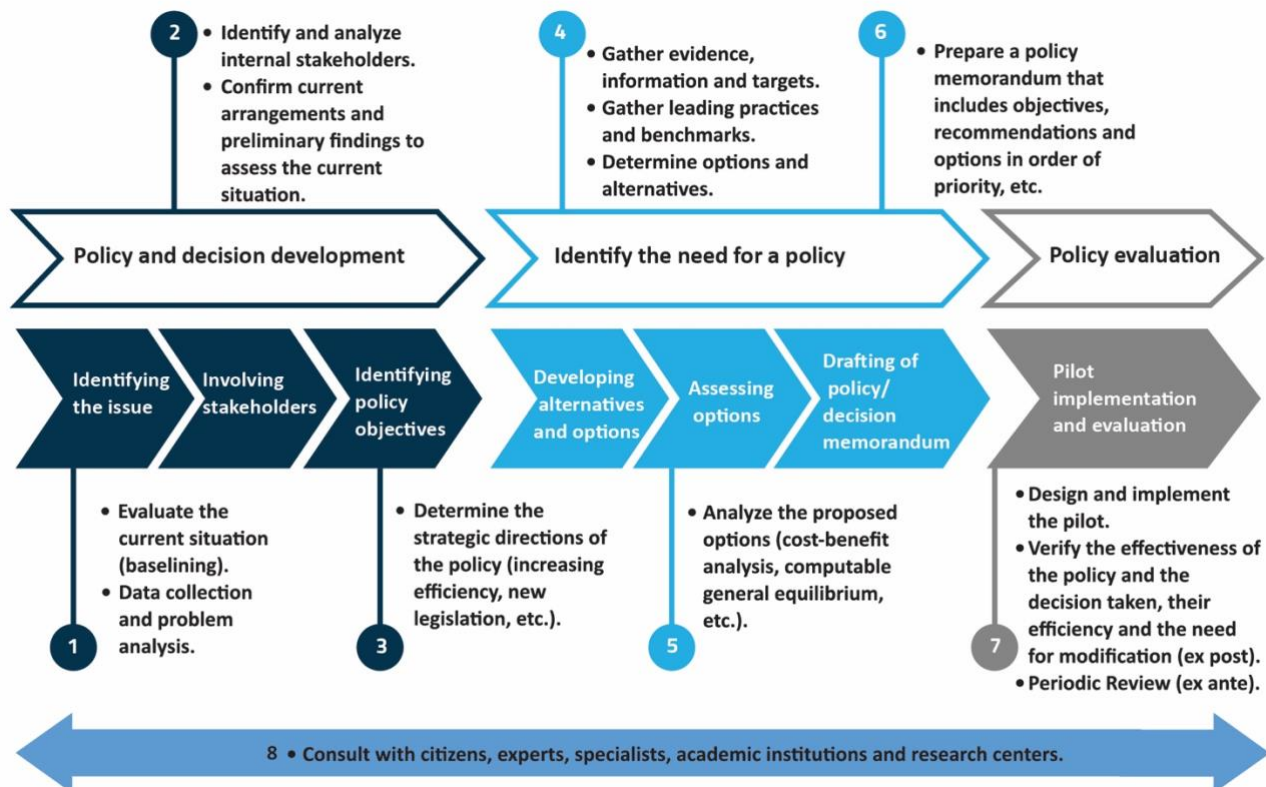


option, and then the pilot application of the policy in order to verify its effectiveness, and reviewing it based on periodic review of the actual implementation on the ground. In this context, focus has been placed on the eighth

step, which must intersect with all phases, as it is concerned with consultations with citizens, stakeholders, specialists, academics, think-tanks and research centers.



ASPIRATIONS, STRATEGIC OBJECTIVES AND INITIATIVES



Based on the foregoing, **three strategic objectives have been identified in relation to policy-making and decision-making that help achieve the aspiration and reach "a proactive government that adopts interconnected and cross-government action plans in a participatory and inclusive manner, and uses digitalization, simulation and impact assessment to support policy-making and decision-making", and they are:**

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. 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.
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.

Below is an explanation of these objectives and an outline of the initiatives to achieve them.



First Strategic Objective: 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.

The institutionalization of the policy-making process in the public sector is a multifaceted process that must include legislative, institutional, and technical aspects. This requires enforcing legislation to institutionalize the policy-making process and enforcing compliance with procedural requirements in developing it to enhance the quality of policy drafts submitted for approval at various levels, and establishing procedures to ensure the preparedness of policy drafts submitted to the Cabinet and the ministerial committees.

Moreover, it is necessary to identify the procedural requirements for the decision-making process, including the development of necessary forms and tools, and the design of manuals, procedures and training programs to support decision-makers at all levels. It is also key to enhance the quality of policies and decisions submitted by ministerial committees to the Cabinet for approval, by ensuring their priority in achieving national objectives, and their consistency, complementarity, maturity, and feasibility before submitting them to the Cabinet.

The mainstreaming and institutionalization of pre-assessment (pilot application and scenario analysis) of government policies and impact assessment (post-assessment) on a regular basis is one of the main initiatives, through the legislation and activation of the policy on assessing the regulatory and financial impact of government policies that was developed in 2018, so that institutional requirements are created for the pilot application of policies (pre-assessment), planning potential scenarios, and post-assessment (impact assessment).

Accordingly, it is important to define responsibilities for developing and reviewing policies, assessing their impact and ensuring their quality. The process begins with assigning government agencies to issue a specific policy related to their work. They will be responsible for developing the draft and assessing its impact

according to the legislation or guide on assessing policies and assessing impact. The "National Policymaking" Unit in the Ministry of Planning and International Cooperation is responsible for reviewing policies, assessing their impact, ensuring their implementation, and consulting with relevant parties, then providing feedback to the agency that issued the policy for any amendments and updates. Finally, the Ministry of Planning submits it to the Cabinet for approval, after ensuring the quality, relevance and feasibility of the policy.

Moreover, the procedural guide for impact assessment which was developed in 2020 should be operationalized and its implementation should be substantiated, in addition to training public sector employees on the mechanisms of using the guide and the concept of impact assessment, while working in parallel to develop and adopt a system of good practices for impact assessment.

Furthermore, since government policies must be based on the results of early monitoring of crises, predicting future requirements, and developing scenarios to leverage development opportunities and address challenges, enhancing the ability of the government to sustain the provision of information in a timely manner is one of the main initiatives to enable agencies to develop their priorities regarding proactive policies based on the outcomes of predicting and analyzing future challenges and requirements and rapidly responding to emergency.

And since policymaking and decision-making must depend on accurate and rapid data and information, there are many electronic systems that will help in institutionalizing and assessing the policy-making process (pre and post assessment). Through tools and models, the system includes steps that ensure the documentation of lessons learned and making them available to policy makers later when starting the process of policymaking and defining



the problem so that it becomes an entry point for the process.

In addition to what has been mentioned, it is important to institutionalize policy assessment, as the assessment of the policy must be carried out internally and externally (i.e. independently)

and the actual impact on the stakeholders (citizens and business community) should be measured, and the e-participation policy should be one of the useful means of consultation with the relevant parties.

Second Strategic Objective: 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 impact measurement.

To achieve this, it is important to coordinate different views on policies within the public administration (internal consultation) and to enable citizens and target groups to actively participate in policy and decision-making (external consultation). There is also a need for guidance (in the form of regulations, instructions, etc.) within the system of good practices in impact assessment to regulate the process of involving citizens and stakeholders in the public sector and outside it in the process of policy-making and consulting them, in order to enable citizens and target groups to actively participate in policy and decision-making

(external consultation). Moreover, emphasis must be placed on the consultation process being actual and not formal, and that it should be reflected in the efficiency and effectiveness of draft policies and legislation, with a variety of different consultation tools that suit the target group and the required level of consultation. Furthermore, the process of transitioning to an open policymaking model contributes to enhancing citizen participation in policymaking by making it more credible and implementable as it reflects the real needs of citizens and makes it more acceptable and less susceptible to resistance.

Third Strategic Objective: 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.

Encouraging the development of government policy-making programs to qualify public sector employees, through either universities or specialized institutes in the public sector, is one of the main initiatives to raise the capabilities of human resources in government agencies. Moreover, it is key to build the necessary institutional capacities for conducting impact assessment studies within government agencies

and the public sector, through training and academic programs for policy and decision-making as a basis for projects that provide legislators with information and specialized technical directions that help in drafting legislation, and they must be conducted by experts specialized in the field of work in addition to having economic, social or financial experience.



Therefore, it is necessary to strengthen the role of the policy-making unit in the Ministry of Planning and International Cooperation to provide the policy-making process with the necessary expertise, in order to develop various policies in ministries and government agencies, provide what is necessary, and leverage the sources and resources available to the Government of Jordan.

It is also important to have and develop institutional capacities to conduct impact assessment studies in the public sector, and to find specialists in these assessment studies or find financial allocations to seek the assistance of companies and experts from the private sector to assist in conducting these complicated studies, and to institutionalize advisory policy assessment.

Furthermore, there are benefits to using big data in the policy and decision-making process, including increasing the accuracy, efficiency, and speed of the process through big data and advanced analytics, as it enables the government to use huge amounts of unstructured data as additional resources and tools that complement traditional techniques such as surveys. Big data also supports managers and senior officials in the public sector in aggregating and analyzing the priorities and needs of citizens in terms of policy-making in order to better understand which policies will work and under what circumstances.

Therefore, the necessary systems must be built to aggregate, analyze and benefit from big data by the government, which enables it to make better assessments of the priorities and expectations of citizens, which in turn helps provide information from a perspective different from that of the experiences of public sector employees, and legitimizes the process of policy-making and decision-making from the onset,

while benefiting from it in identifying and activating possible partnerships with actors outside the public sector.

It is also important to provide cognitive support and availability of information and analytical capabilities in order to facilitate the process of accessing the necessary data for decision makers (data collection, and sometimes facilitating the use of data), and to develop technology-supported mechanisms for conducting surveys and referendums efficiently and effectively, and to increase the use of independent reports as one of the most important inputs for identifying policy priorities.

Moreover, it is necessary to adopt the use of modern technologies to improve government policy-making and decision-making (at various levels) in an efficient and cost-effective manner by collecting, assessing, verifying and analyzing available data relevant to the policy being developed or considered, and then submitting reports to decision-makers with the results, in addition to developing an electronic system to support the institutionalization of the policy-making process, monitoring its implementation, and assessing it (pre and post assessment), including providing access to databases owned by various governmental and non-governmental agencies (published big data, global indicators, etc.), which will contribute significantly to developing realistic policies that are based on facts and data.

The use of digital transformation can help improve the policymaking process throughout all its cycles from policy drafting to post assessment as is the case in some countries.



INITIATIVES AND TIMEFRAME FOR EXPECTED OUTCOMES

	2022	2023	2024	2025
Expected Outcomes	Creating a partnership framework that enhances policy-making and decision-making processes jointly between government agencies and research and study centers, to provide the government with studies and information necessary to assess impact and develop decision-making scenarios.	Re-evaluating the system of powers associated with making the policies 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 a decentralized interactive database to document government decisions.	Commitment by 80% to a unified policy-making and decision-making process including the designed and developed tools.
		Establishing and operationalizing the "National Policymaking" Unit in the Ministry of Planning and International Cooperation.	Creating further partnerships with research centers and local, regional and international academic institutions for the purpose of supporting the decision-making process.	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.
		Developing a system for good practices and impact measurement and all necessary tools according to a phased plan that includes: • Developing procedures to ensure	Reaching 40% of government decisions that are based on clear scenarios and impact assessment studies (pre and post) in	Reaching 50% of government decisions that are based on clear scenarios and impact assessment studies (pre and post).



Expected Outcomes

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	partnership with the private sector and research centers.	
Creating partnerships with research centers and local, regional, and international academic institutions for the purpose of supporting the impact assessment process.	Implementing a system of good policies and impact assessment.	Commitment to involving internal and external stakeholders in accordance with the open policymaking model using modern technological tools.
Developing a competency framework as part of the Comprehensive Competency Framework for analyzing public policies, and identifying relevant staff for the purpose of capacity building.	Developing an electronic system to support the impact assessment and decision-making processes.	Transitioning to the implementation of an integrated system for open policy-making (open policy making model).
Providing the government sector with specialized researchers and analysts from economic, social and	Establishing clear foundations and standards and effective tools for consultation with	



Expected Outcomes

political backgrounds, according to the needs identification plan to support policies and decision-making.

citizens and stakeholders of all categories, including women and youth.

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 assessment 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 policy-making 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.





PUBLIC SECTOR MODERNIZATION: DETAILED REFERENCE REPORTS



POLICY AND DECISION MAKING

STRATEGIC PLANNING AND PERFORMANCE MONITORING



WHAT DO WE WANT? (AN OUTLINE OF DEVELOPMENT TRENDS)

- Legislations, laws, and frameworks that govern the planning process, that are reviewed, updated, and aligned to enable integrated and consistent strategic planning.
- Government visions, plans, strategies and policies that are implemented continuously, and led by sound governance and culture that will make strategies cross-governmental and improve accountability.
- Government decision-making processes that are based on flexible strategic planning and performance assessment results.

INTRODUCTION

The processes of strategic planning and performance management are one of the most important pillars of public sector modernization to achieve national visions and priorities in the political, economic and administrative fields, by working on developing and adhering to a comprehensive government framework for the planning process at the (national, sectoral and institutional) levels, and its implementation requirements and it should also include a mechanism to monitor government performance at all levels.

The processes of strategic planning and performance management in the public sector have witnessed many changes in the past two decades, which necessitated fundamental changes far from traditional planning methods, as it is no longer acceptable to rely mainly on analysis and extrapolation of the past and the assumption that the future is an extension of it. Moreover, the processes of strategic planning and performance management, which represent two important parts of the administrative

process, have become the basis for the decision-making process, and have turned into a flexible tool that responds to the rapid changes in the world.

Furthermore, the public sector suffered from the formalism of the strategic planning process - to some extent - at the national, sectoral, and institutional levels, and the weak implementation of the results-based management approach, which led to a separation between the decision-making process and the strategic planning of government agencies in terms of visions, missions, core values, and strategic and operational plans. Also, this led to most decision-making processes not being based on performance results, either because of lack of confidence in them or because of the lack of completeness, comprehensiveness, and coherence of these results. Moreover, the lack of linkage between the decision-making process and the process of strategic planning and performance management is due to the



presence of duplication and overlap in the implementation of many tasks and initiatives due to weak vertical coordination between government agencies in the same sector, weak horizontal coordination between government agencies as a whole, weak integration in achieving shared objectives, in addition to the limited government commitment to participatory approaches to planning, with the existence of sectoral and institutional plans within variable and incompatible time horizons. Therefore, we need a qualitative strategic planning process as an entry point for comprehensive administrative modernization that helps in achieving added value in accordance with government priorities, and which reflects on raising the quality of government services and enhancing performance-related efficiency and effectiveness in order to reach high levels of citizen satisfaction.

In addition, the dilemma of performance and results management and culture at the government level as a whole and at the institutional level in particular remains one of the most important challenges to public sector modernization. As many government agencies do not have a clear system for measuring performance and results at various levels, with periodic monitoring and international benchmarking. There are also no tools for the government to view the overall picture of

government performance in all fields and at various levels, and to do evaluation and accountability based on the results. Therefore, there is a need to consolidate the concept of using analysis of performance assessment results and reporting the results and recommendations to support the decision-making process of government agencies, which requires developing systems using the best electronic applications within the digital transformation policy, through monitoring institutional performance.

Based on the foregoing, the process of public sector modernization needs a new intellectual approach based on strategic planning and performance management according to best practices and building on lessons learned that identified strengths and weaknesses in planning, implementation, monitoring and evaluation over the past decades, in light of the presence of national, cross-governmental visions that include political, economic and administrative dimensions and conclude with the institutionalization of the strategic planning process for the public sector and the government performance management, and identifying national objectives and reflecting them on sectors and institutions within a hierarchy of objectives, and identifying the responsibility of each entity based on specific, clear and measurable indicators.



THE CAUSES OF CHANGE

WHY DO WE NEED MODERNIZATION IN THE FIELD OF STRATEGIC PLANNING AND PERFORMANCE ASSESSMENT?

First: Weakness in adopting the concept of national visions and plans and working to transform them into coherent operational plans at the sectoral and institutional levels.

Over the past decade, there was no clear interest in developing and implementing the concept of the national reference vision despite the attempts of previous governments in this aspect. Therefore, there is a need to support the adoption of unified national visions that define the general integrated framework of national plans in the political, economic and administrative aspects, so that they include outlining a clear path for the future at the level of the country as a whole, and identifying the agencies responsible for the implementation of national visions in an integrated manner.

Second: A rapid and frequent change in government management coinciding with a change in strategies.

The public sector suffers from a culture of changing plans and strategies with the change in management, which prevents the continuity of implementing the visions, plans, and initiatives developed at various levels, and there is a tendency for the manager to overturn the previous achievements of his predecessor due to the lack of institutionalization in planning, implementation and completion. In addition to the weakness in finding and implementing management capacity-building programs and competencies frameworks for government managers related to strategic planning and government performance monitoring, to enhance the capabilities of managers to contribute to the development of various scenarios and alternative plans to address all changes and developments at various levels. Managers also suffer from consuming time, effort, and thought on operational processes, business conduct, and

solving immediate problems and crises, without having opportunities to think about long-term planning.

Third: Weakness in the inclusiveness of involving stakeholders in the process of developing national visions, sectoral plans, and institutional strategies, and ensuring that they are aligned with their requirements and needs.

In addition to the weak involvement of stakeholders from the private sector and civil society organizations with the public sector in the processes of planning, implementation, monitoring, evaluation and monitoring the results of national plans and visions, as partners in responsibility and work according to a specific framework that defines their roles and contributions.

Fourth: Weak coordination among government agencies at the level of national visions, sectoral plans, and institutional strategies,

as there is no specific system to manage the process of drafting and implementing visions, plans, and strategies, and assessing performance in a central manner that ensures continuous coordination between the concerned government agencies. There is also poor acceptance of the culture of assessing and monitoring performance through shared or interrelated performance indicators, in addition to the limited change initiatives in terms of institutional culture at the level of government agencies to ensure participation and cooperation, and the limited capacity and talent building programs with regard to strategic planning and performance monitoring at all levels as a concept and not as a method.

One of the necessities of government coordination is the presence of a link between the national visions and the general budget and



human resource plans, as there is no unified framework linked to legislation that is adopted in implementation and coordination at several government levels to link national visions and emerging sectoral plans and institutional strategies with the general budget and human resource plans.

Fifth: Weakness in developing creative and innovative strategies, initiatives and solutions to improve government performance.

There is a limited adoption of the concepts and applications of creativity and innovation within the tools of the administrative approach or philosophy to develop creative and innovative solutions in government agencies with the aim of improving performance, where only modest improvement, limited development and simple proposals are presented. Furthermore, government agencies have not developed an institutional culture based on work systems to promote and provide an environment that encourages creativity and innovation and that includes clear objectives, provides resources, and develops supportive policies in a way that guarantees encouraging innovators and motivating and honoring them in order to develop performance and create added value in public administration.

There are also no initiatives to develop institutional culture at the management level to ensure the development of strategies for forward-looking processes, innovation and unconventional thinking.

Sixth: Weakness of the government performance management system and the monitoring and evaluation requirements at the three levels,

as there is a weakness in the use of national indicators in international reports and their use for development and improvement. In addition, there are no performance indicators concerned with results and outputs to measure the effort exerted and the results achieved, including national, sectoral and institutional results. There is also limited unified and agreed-upon foundations for measuring and monitoring

the indicators, so as to ensure that the indicators are measured with correct information on the one hand, and to ensure the comprehensive interconnection between government initiatives and indicators on several levels to achieve the strategic objectives on the other hand.

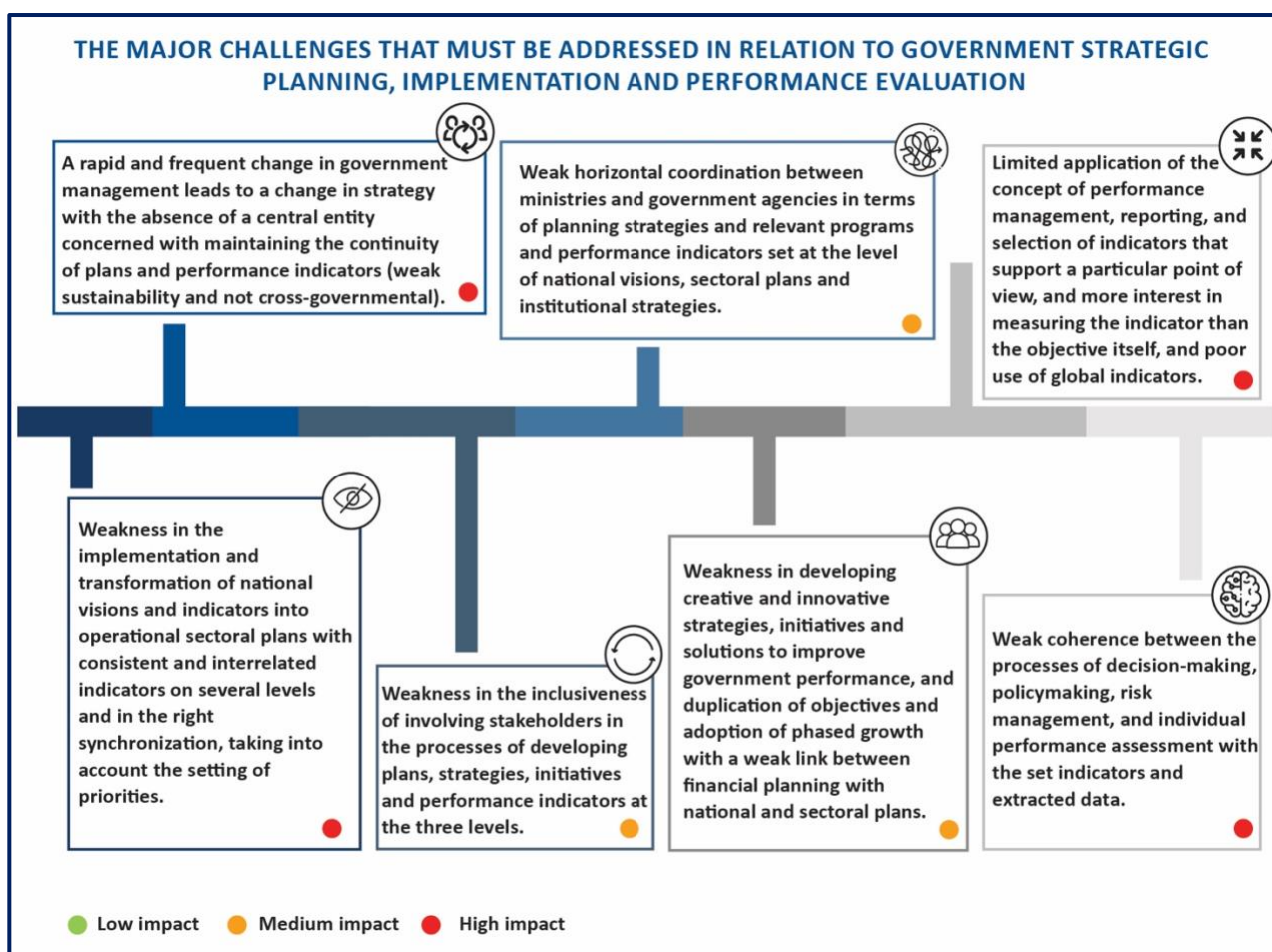
Furthermore, there are no impartial bodies to carry out evaluation and monitoring processes and to ensure compliance with the established frameworks, so that the plans and initiatives and related performance measurement indicators are implemented in a complete, periodic and regular manner. In addition to the absence of an electronic (automated) system for government performance management that ensures monitoring of results and their coherence in the national, sectoral and institutional aspects.

Seventh: Weak interconnection between the processes of decision-making, policymaking, individual performance assessment with the set indicators and extracted data, and weak interconnection with the risk management process.

There is a limited linkage between decision-making and performance indicators so that the data, decision results and established policies are used in the evaluation process, and plans and objectives identified therein and related risks are reviewed. In addition, there is an absence of linking incentives and individual performance evaluation with strategic performance indicators, such as the satisfaction of service recipients, and the evaluation outcomes of the King Abdullah II Award for Excellence in Government Performance and Transparency, to ensure accountability in a comprehensive manner.

Furthermore, government agencies do not have a central and comprehensive database containing previous visions, plans, strategies and relevant studies. There is also limited implementation of practices that include evaluating previous plans and strategies before starting to develop new ones, and committing to establishing any new directions or strategies based on achievements, challenges, successes, or lessons learned from previous strategic plans.



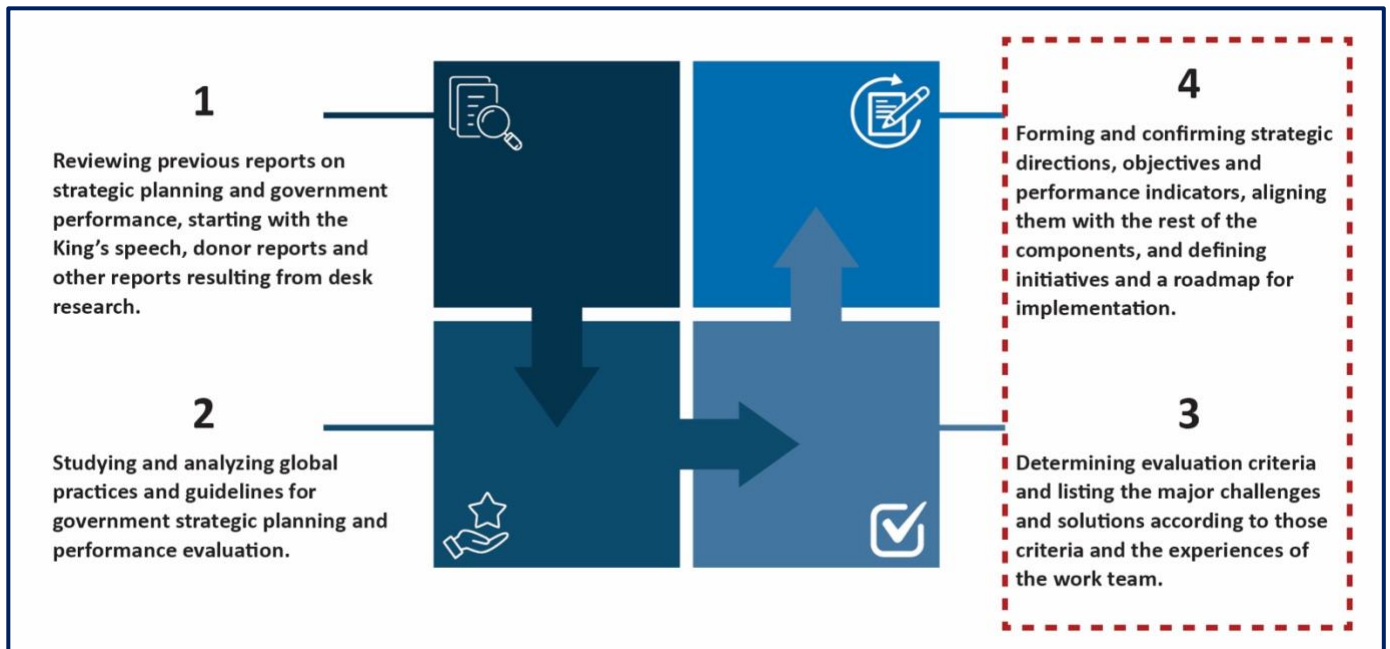


THE FRAMEWORK

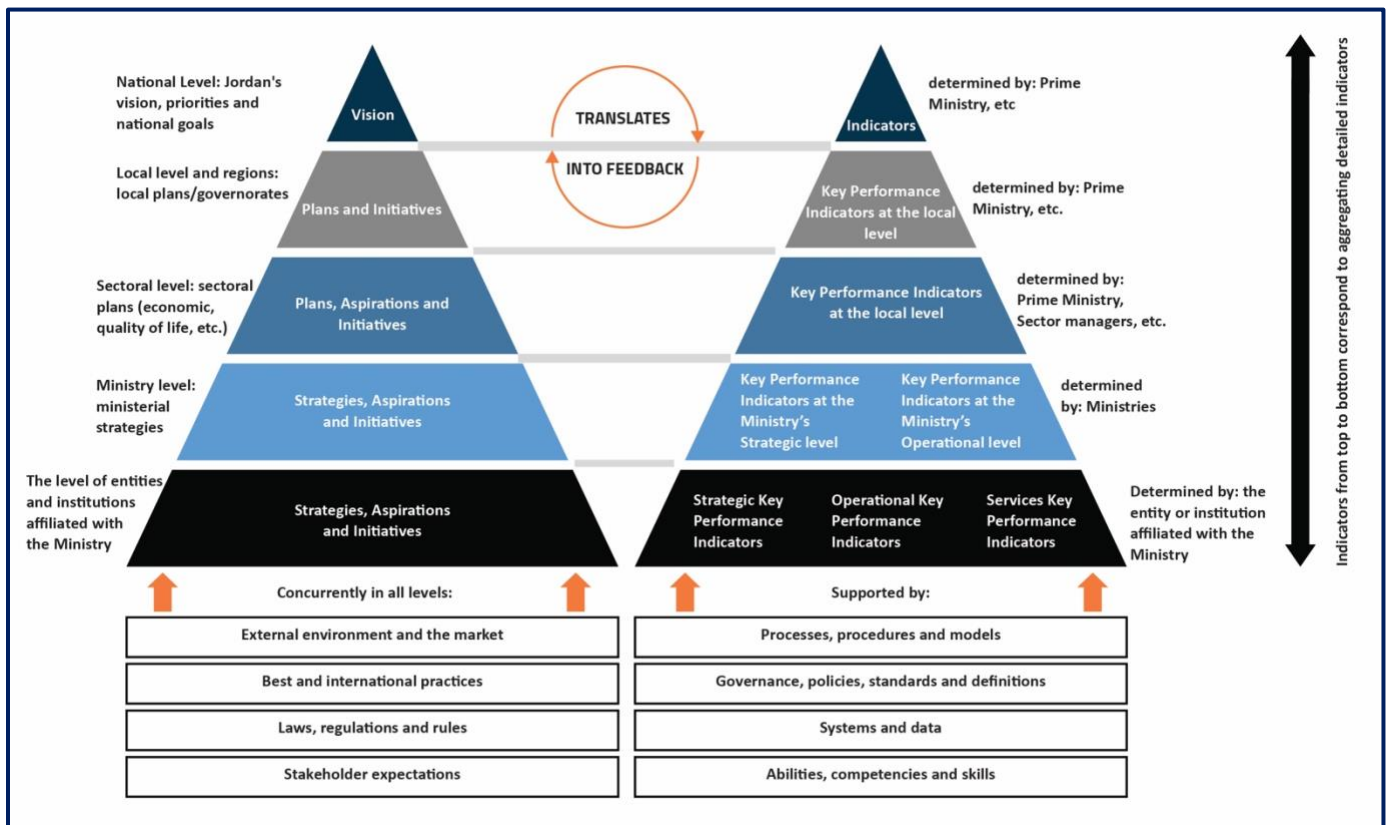
The strategic directions of the strategic planning and performance evaluation component were identified by carrying out several activities according to a mechanism that helps ensure the comprehensiveness of the directions and their alignment with the various components of public sector modernization. This included relying on the royal directives as a reference for the component in identifying directions and aspirations, in addition to a desk research in which previous reports on strategic planning and performance management and reports of relevant local and international entities were reviewed.

The study also included an analysis of international practices and principles of government strategic planning and performance evaluation, in addition to defining evaluation criteria, listing the most important challenges and solutions according to those criteria, defining aspirations, strategic objectives, initiatives and performance indicators, and aligning them with the rest of the components, and identifying initiatives and a roadmap for implementation and linking them to a timeframe for expected outputs.





In accordance with global practices, we find the pyramid of interpreting the vision and indicators at the national level and their cascading into the strategic plans at all levels and the importance of their coherence as shown in the following figure:



Global practices adopt several guiding principles that were used to analyze challenges, propose solutions, and define strategic directions and objectives, as follows:

Vertical correlation: Coherence and coordination of strategic plans at all levels and comprehensive implementation (Cascade).

Planning mechanism: A close correlation between the performance assessment results and the planning and implementation processes (Feedback Loop).

Consistency: Comprehensive strategic planning and implementation that is consistent with the general budget and human resources (Integration).

Structuring: The existence of regulatory frameworks and legislations as a reference in the planning, implementation and evaluation processes (Framework).

Centralized monitoring: Management of monitoring processes for indicators and initiatives and standardization of reports centrally.

Participation: Involving stakeholders and citizens in the planning, implementation and evaluation processes (Engagement).

Automated systems: Automation of planning, implementation and performance evaluation

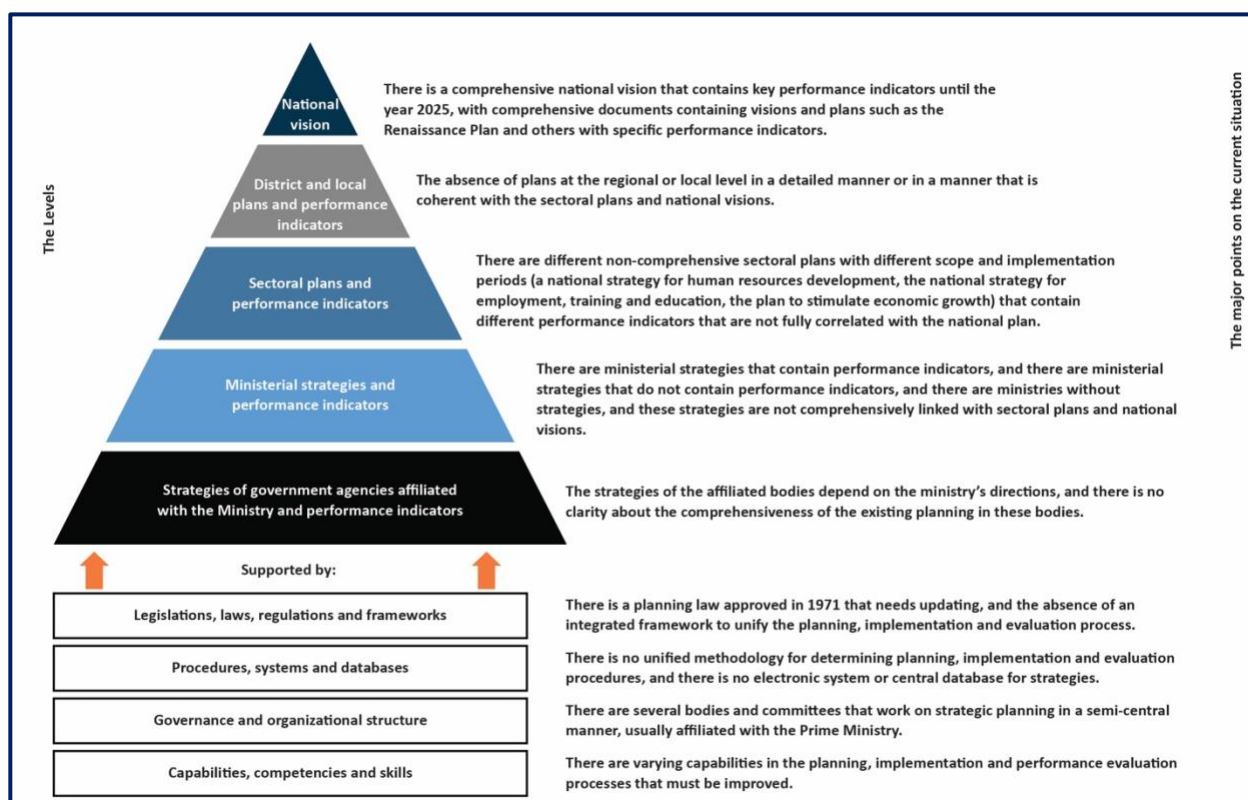
systems and databases (Digitization/Dashboards).

For the purposes of assessing and analyzing the current situation, six evaluation criteria were adopted:

1. Implementation and coordination of strategic plans at all levels, national, sectoral and institutional strategies.
2. Institutional and governmental culture in the continuity of strategies.
3. Involving stakeholders in planning and performance management.
4. Coordination and integration between government agencies.
5. Innovation in strategies.
6. The consistency of performance indicators with the principles of impartiality, reference and effectiveness.

Based on the analysis that was carried out, and on understanding the process of strategic planning and implementation of the performance management for government agencies, a summary of the current situation was developed highlighting the most important existing points and the points that must be improved as shown in the following figure:





ASPIRATIONS, STRATEGIC OBJECTIVES AND INITIATIVES

STRATEGIC ASPIRATION

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.

To achieve the aspiration, three main work components were identified:

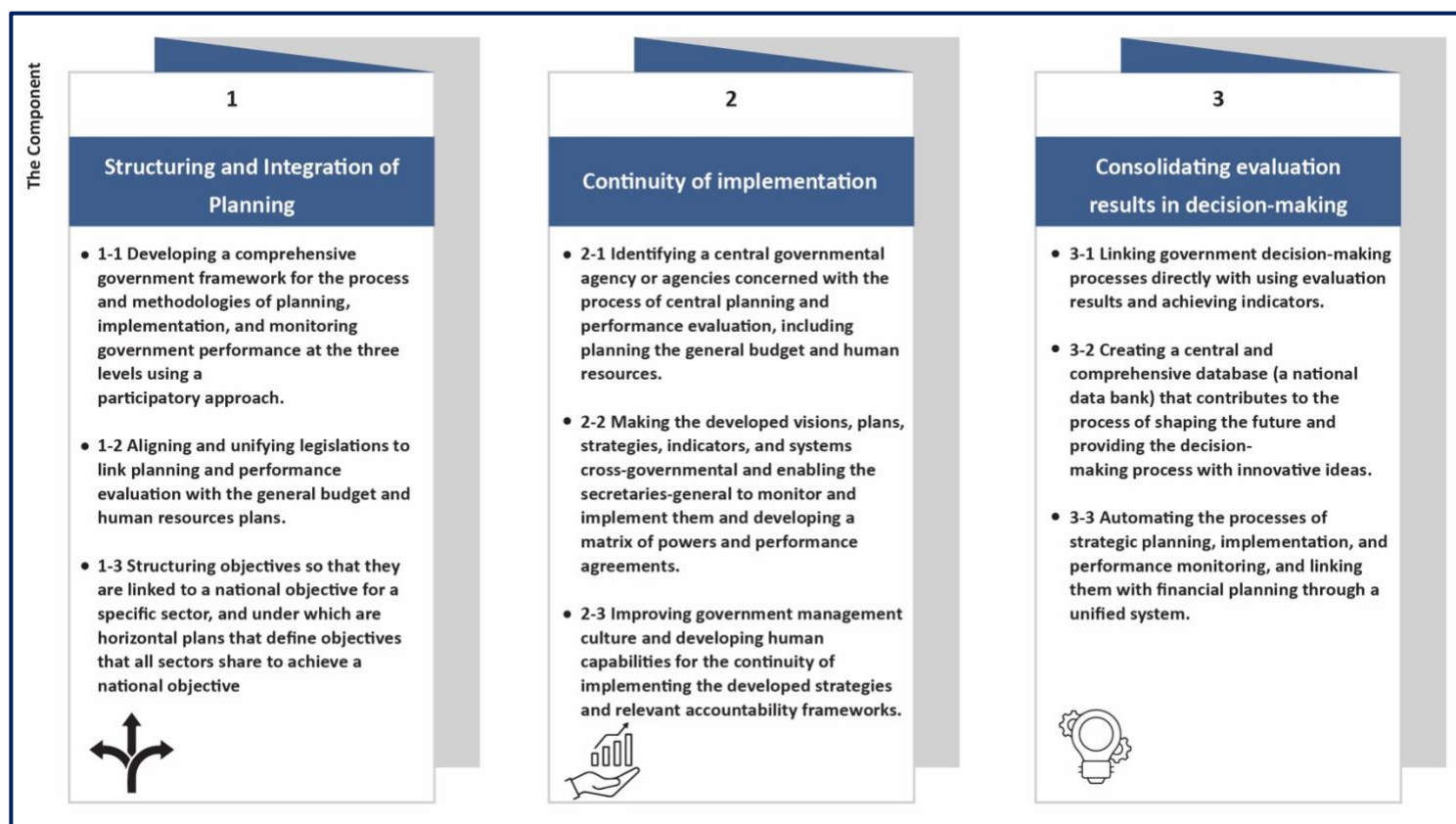
- Integration of planning: reviewing and aligning legislation, laws and frameworks governing the planning process to ensure consistency, cascading and integration.
- Continuity of implementation: the continuity of implementing government visions, plans,

strategies and policies through sound governance and the necessary culture to make strategies cross-governmental and improve accountability.

- Consolidating evaluation results in decision-making: linking performance evaluation results with government decision-making processes and setting up the necessary systems and database.



Moreover, the most important proposed solutions were identified to address the challenges related to government strategic planning, implementation and performance evaluation, which are shown in the following figure:



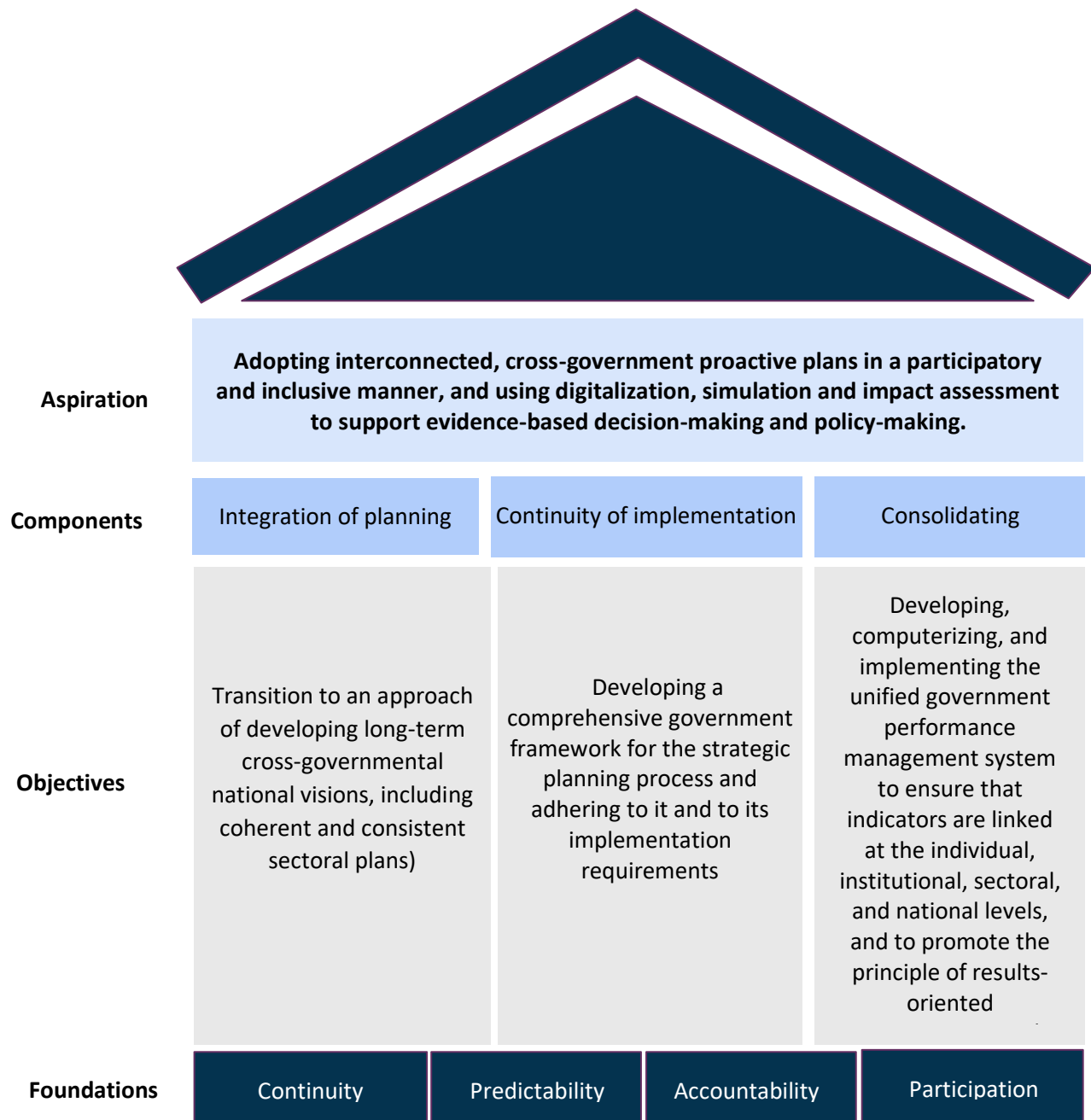
Based on the results of the reality analysis, **three strategic objectives were identified:**

- ✓ Transitioning to an approach to develop long-term national cross-governmental visions, including coherent and consistent sectoral plans.
- ✓ Developing a comprehensive government framework for the strategic planning process

and adhering to it and to its implementation requirements.

- ✓ 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.





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

It is necessary to institutionalize the strategic planning process so as to ensure integration and coordination between government agencies on a horizontal and vertical basis, within a comprehensive national umbrella that guarantees continuity of implementation, and helps achieve the highest national visions through reaching an efficient and effective government sector that serves citizens, meets their needs, and fulfills their aspirations.

This requires taking several key steps, including adopting the cross-government visions approach, and providing integrated and

comprehensive government frameworks that govern the strategic planning process. This also requires capacity building at different levels, with a comprehensive review of strategies to ensure the compatibility, effectiveness and efficiency of those strategies. Based on the foregoing, and to achieve the above objective, development initiatives were identified and distributed over a period of four years, as shown in the table below concerning the initiatives and the timeframe for the expected outputs of this objective:



INITIATIVES AND TIMEFRAME FOR EXPECTED OUTPUTS

	2022	2023	2024	2025
Expected Outputs	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.	Enabling the role of the unit of central planning (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. 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.	Establishing a unified electronic system that supports strategic planning processes at various levels, according to the comprehensive government framework for planning.	Launching forward-looking studies to explore future scenarios as an input for reviewing national visions and subsequent plans according to future scenarios.

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

The process of monitoring the implementation and monitoring and evaluating the performance is one of the important stages to reach the desired objectives, and to address the existing challenges. Therefore, it is necessary to develop

a comprehensive government framework for the planning process, linked to clear and specific mechanisms to monitor government performance in a way that guarantees efficiency and effectiveness at all levels, including the



national, sectoral, institutional and even individual levels, so that the achieved results constitute an essential input for decision-making and accountability. Here, the importance of participation and transparency is emphasized

because of their impact on improvement and development processes.

To achieve the objective, it is necessary to implement several initiatives shown in the table below concerning initiatives and the timeframe for outputs.

INITIATIVES AND TIMEFRAME FOR EXPECTED OUTPUTS

	2022	2023	2024	2025
Expected Outputs	Developing and launching a comprehensive government framework for planning that explains in detail 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.	Developing and implementing a mechanism to link strategic planning and financial planning at various levels. Enabling units working on institutional strategic planning in government agencies and providing them with the capabilities and capacities necessary for implementation. 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.	Establishing a unified electronic system that supports strategic planning processes at various levels, according to the comprehensive government framework for planning.	Reviewing and evaluating the strategic planning system to keep abreast of relevant developments and updates, and using feedback from evaluation in performance improvement processes, developing plans, and stimulating achievement.



Third Strategic Objective: 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.

In order to complete the cycle of strategic planning, and continuous development and improvement of government work in terms of activities, services and projects, it is necessary to develop and implement an integrated system for government performance management, which helps in the monitoring and evaluation process, and is considered the basis for the accountability process, in addition to being an input for decision-making. Moreover, the implementation of such a system requires a clear work methodology and a computerized system with a clear delineation of procedures, responsibilities,

and timeframes that help give a true picture of the level of performance at various levels, and immediately to put corrective measures and improvement initiatives necessary to ensure improvement in performance levels in the public sector. Accordingly, and to achieve the above objective, development initiatives distributed over four years have been identified, which are shown in the table below regarding the initiatives and the timeframe for the expected outputs of the strategic planning and performance monitoring component.

INITIATIVES AND TIMEFRAME FOR EXPECTED OUTPUTS

	2022	2023	2024	2025
Expected Outputs	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.	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 regarding the monitoring and evaluation mechanism, periodicity, forms, and the entity responsible for drafting M&E reports. Developing the unified government performance system to ensure that indicators are linked at the institutional, sectoral and national levels.	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.	Reviewing and evaluating the unified performance management system to keep abreast of relevant developments and updates, and using feedback from evaluation in performance improvement processes, developing plans, and stimulating achievement.



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.

Launching the government communication plan on the government framework to ensure adherence to the framework by the parties concerned with planning in government agencies, and to ensure broad participation of stakeholders and government coordination.

Implementing results agreements according to specific performance indicators to evaluate institutional performance in government agencies.

Developing an electronic system for unified performance management at all government levels and ensuring its linkage with the electronic system for strategic planning.

