



# Public Sector Reform Road map

Second Executive Program  
2026-2029



# **From Foundation to Implementation: Toward Achieving Impact**



“

We must continue to develop the public sector so that citizens can feel the impact of improved services”

**His Majesty King Abdullah II Bin Al Hussein**  
The Royal Speech at the opening of the Second Ordinary Session of the twentieth Parliament of Jordan  
26 November 2025





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# Terms and Definitions

## Modernization Outputs

The expected outputs from implementing the Public Sector modernization Roadmap to achieve the desired impact.

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## Components

Key work areas of the Public Sector Modernization Program to achieve the desired outputs

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## Strategic Objectives

Strategic directions guiding initiatives and projects to achieve targeted outputs.

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## Enablers

Factors that support the achievement of strategic objectives and ensure the effectiveness and sustainability of initiatives and projects.

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## Targeted Beneficiaries

The groups targeted by the programs and projects within the Public Sector Modernization Roadmap.

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## Initiative

A set of projects integrated within the components, aimed at achieving specific strategic objectives.

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## Project

A set of defined actions designed to achieve clear outputs within a specific, measurable, and time-bound framework

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## Activity

A detailed action with a defined timeframe aimed at achieving the project's objectives.

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## Performance Indicator

A quantitative or qualitative measurement tool used to assess progress across multiple levels, including modernization outputs, components, strategic objectives, and projects.

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# Introduction



In line with the Royal directives to build a modern and effective government capable of meeting future demands, the Hashemite Kingdom of Jordan launched in 2021 a comprehensive national modernization agenda. This agenda rests on three interconnected pillars: political modernization, economic modernization, and administrative modernization. The administrative modernization constitutes one of the core foundations of this path, given its central role in enhancing the quality of government services, strengthening citizen trust, and improving institutional performance. These improvements have a direct and positive impact on overall development and the stability of the business environment.

In 2022, the Public Sector Modernization Roadmap for the period 2022–2033 was launched to establish a national framework for administrative reform. It follows three integrated phases—starting with laying the foundations of reform, then expanding the implementation of initiatives, and finally consolidating a modern and sustainable governance model capable of continuous development and achieving the desired impact.

The first executive program (2022–2025) marked the initial phase of implementing the roadmap. It focused on laying the essential steps for reform and translating ambition into practical reality by setting priorities and developing initiatives. Based on three main pillars, seven components, and 33 strategic goals, it resulted in 151 initiatives represented by 179 projects. This phase contributed to establishing the administrative reform framework and defining the legislative and organizational structures needed to transition to the implementation stage and achieve tangible impact.

Building on lessons learned from the first executive program, the second executive program (2026–2029) was designed to enhance measurable impact, ensure stronger alignment with economic modernization priorities, and achieve greater integration with ongoing digital and institutional transformations across government entities.

Public sector modernization in this context also serves as a fundamental enabler for the private sector by improving the business environment, streamlining government procedures, and enhancing the efficiency of services related to investment, thereby strengthening the integration of roles and partnerships between the two sectors and contributing to sustainable economic growth and employment.

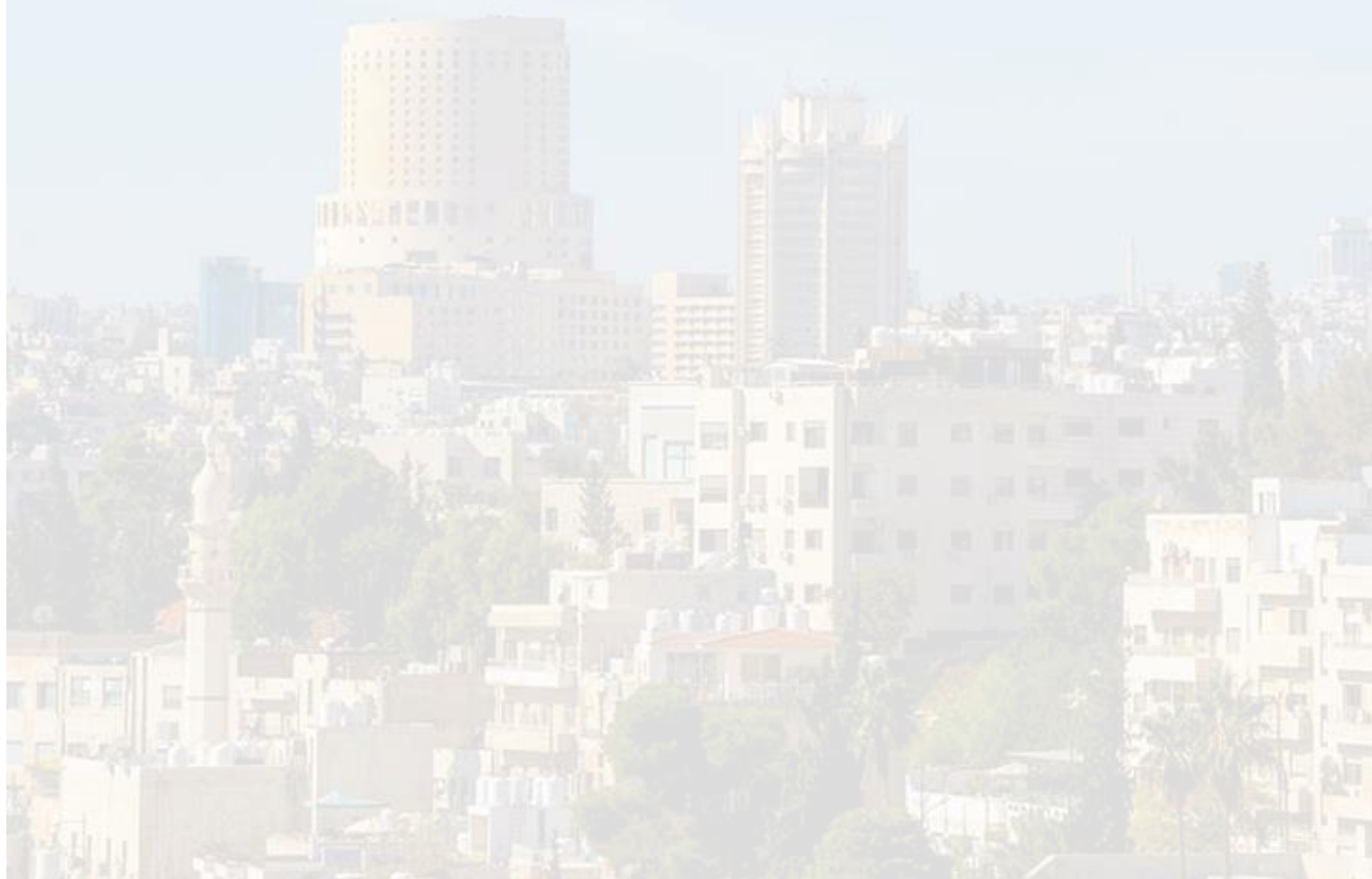
Based on the above, the second executive program adopts a results-based framework rather than a procedures-based approach, by defining four national modernization outputs that contribute to achieving the roadmap's ambitions. In addition, the components of the first executive program were reviewed to keep pace with emerging developments. This was achieved by merging the procedures and services components into a single component, merging the policies and legislation components into another, modifying the organizational structure and governance component to become governance and the regulatory environment, adding a dedicated component for data and emerging technologies, and introducing a component for spending efficiency, while retaining the human resources and leadership components, as well as institutional culture.

Within these components, measurable strategic objectives aim to translate the vision into tangible reality through linked projects, thereby strengthening the government's capacity to achieve effective and sustainable change.

Recognizing the importance of local administration in promoting development and improving service quality, municipalities were incorporated into the second executive program, with a focus on supporting their institutional role to enhance service quality and increase resource management efficiency.

Through the implementation of this roadmap in successive stages, the government is committed to establishing an institutional approach that emphasizes strategic planning, good governance, and a direct link between performance and outputs. This commitment forms part of a national vision to develop public administration, modernize its tools, and strengthen its readiness, with the goal of providing higher-quality, more efficient services, increasing citizen satisfaction, and enabling the public sector to fulfil its developmental role effectively and sustainably. This approach aligns with the long-term Royal directives to achieve an effective and capable public sector, forming a fundamental pillar for comprehensive development, national progress, and prosperity.

# The Second Executive Program for The Public Sector Modernization (2026-2029)



## 01 Methodology for Preparing and Designing the Second Executive Program

50+



Documents were reviewed

It is a living and flexible document that is reviewed and updated annually to align with new developments and is fully integrated with the Public Sector Modernization Roadmap and the Economic Modernization vision.

30+



Meetings with stakeholders

The preparation and design of the Second Executive Program for Public Sector Modernization (2026–2029) was based on a participatory, evidence-based approach, focusing on the involvement of relevant government entities, experts, civil society representatives, and private sector stakeholders. More than 400 participants contributed to this process, aiming to develop a comprehensive program directed toward achieving clear and tangible results.

6



Workshops with government entities, the private sector and civil society organizations

During the assessment phase, the current situation was analysed through the review of relevant documents and reports, specialized technical meetings, and the collection of opinions from more than 2,500 public sector employees, in addition to studying over 40 international practices in five leading countries. This phase also involved tracking the Kingdom's performance on international indicators related to administrative modernization, which allowed for the identification of strengths, opportunities for improvement, and future strategic directions.

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Focus group discussions with experts

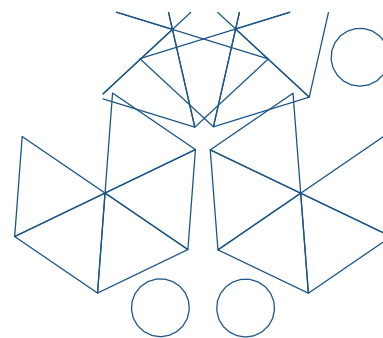
A total of 11 focus group sessions were held, including broad consultations with experts from the public and private sectors, in addition to workshops targeting general managers to highlight key challenges and areas for improvement. Furthermore, three workshops were conducted to adopt strategic objectives for program components and propose related projects, complemented by field visits to municipalities across different regions of the Kingdom, which helped strengthen the link between outputs, ensure the practical relevance of proposed programs, and support effective implementation aligned with national priorities.

2500+



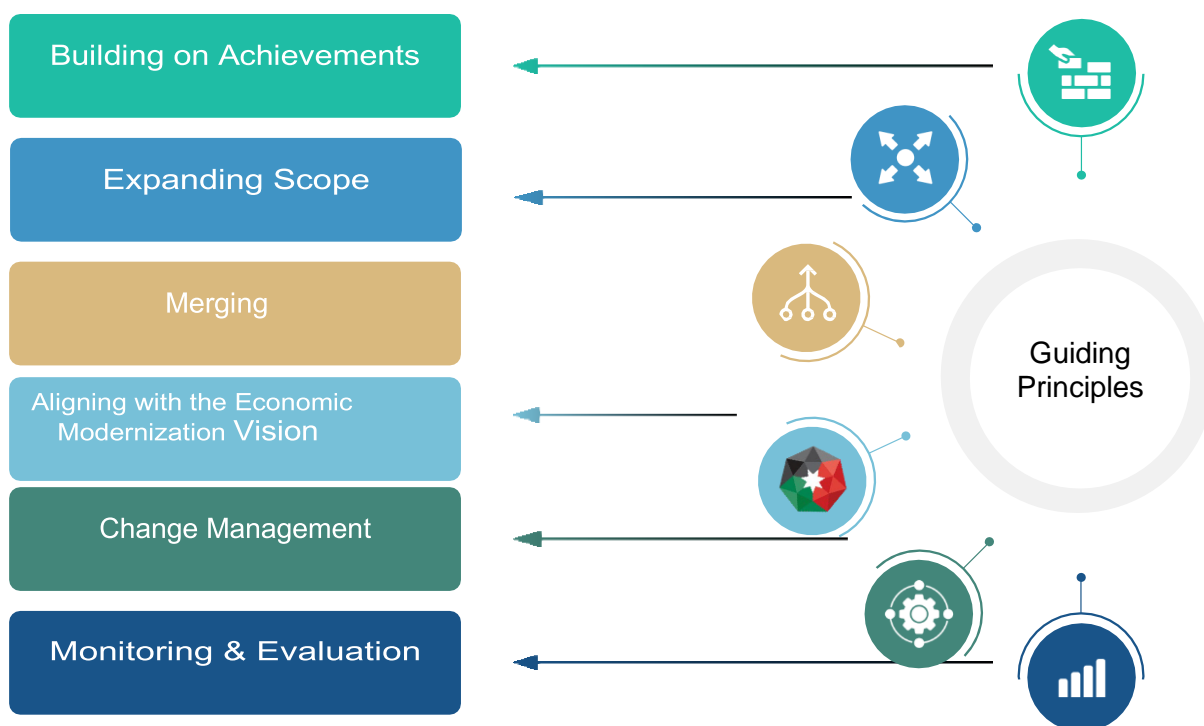
Participant in the knowledge, perception and practices survey

This integrated process ultimately led to the design of the Second Executive Program, ensuring implementable projects supported by a comprehensive system for strategic performance management, within a clear governance framework that defines roles and responsibilities and strengthens accountability and coordination among entities. A communication and engagement plan was also developed to manage change and enhance institutional commitment and readiness.



## 02 Guiding Principles for the Second Executive Program

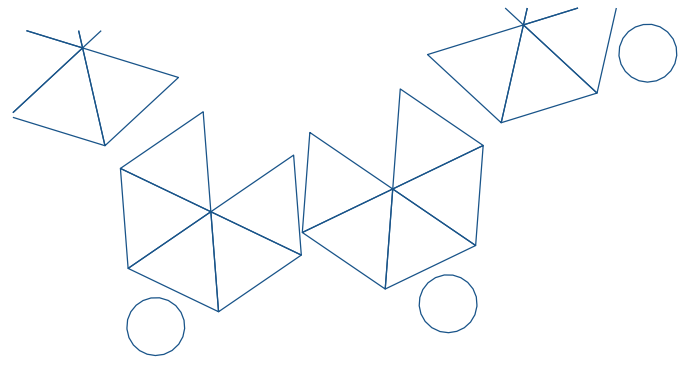
The design of the Second Executive Program (2026–2029) is based on a set of guiding principles that reflect lessons learned from the first phase and shape the transition from the foundation stage to the implementation stage and the achievement of tangible impact. These principles aim to enhance the sustainability of the administrative modernization process, ensure the integration of government efforts, and direct resources toward achieving measurable and significant outcomes at the national level.



### Building on Achievements

The Second Executive Program for Public Sector Modernization builds on the outcomes and operational experiences of the first executive program, which helped shape modernization directions and translate them into institutional practices. It seeks to consolidate these achievements by leveraging existing strengths and addressing areas for improvement identified during previous implementation, thereby ensuring the sustainability of the modernization process and maximizing its impact.





## Expanding Scope

The evaluation phase of the first executive program, carried out based on benchmarking against leading countries, demonstrated the need to expand the program's scope to include enhancing spending efficiency and developing local administration and municipalities, in addition to maximizing the use of emerging technologies—foremost among them artificial intelligence—to support innovative solutions that improve the efficiency of government operations and reduce operational costs, thereby enhancing the comprehensiveness of modernization efforts and their impact at the national level.

## Merging

The program adopts an institutional approach based on the principles of inclusion, non-discrimination, and equal opportunity, ensuring the integration of a gender perspective and the mainstreaming of the rights of persons with disabilities as cross-cutting elements across all components and projects of the program. This approach is operationalized through the systematic integration of gender considerations and the requirements of persons with disabilities throughout all stages of the policy and project cycle, including planning and design, implementation, monitoring, and evaluation. This ensures the availability and accessibility of government services, promotes inclusive work environments, and supports the development of performance indicators that take into account differences and diverse needs among various population groups.

## Aligning with Economic Modernization Vision

The second executive program for public sector modernization was aligned with the Economic Modernization Vision through its design as a supportive implementation framework for the Vision's key drivers. This alignment ensures that national modernization pathways advance in an integrated manner and firmly establishes institutional reform as a direct enabler of economic development, rather than as a parallel or separate track.

This alignment was operationalized by directly linking the components and projects of the executive program to the drivers of the Economic Modernization Vision, in a way that each component of administrative modernization contributes to the achievement of specific, measurable economic objectives. In this context, the Public Sector Modernization Program serves as an executive enabler for several of the Vision's drivers, most notably future services, investment, and quality of life.

At the level of future services and quality of life, the program focuses on developing the government services ecosystem, simplifying procedures, and redesigning service journeys. This enhances the quality of services provided to citizens and the private sector, reduces time and effort costs, and improves the efficiency of access to services.

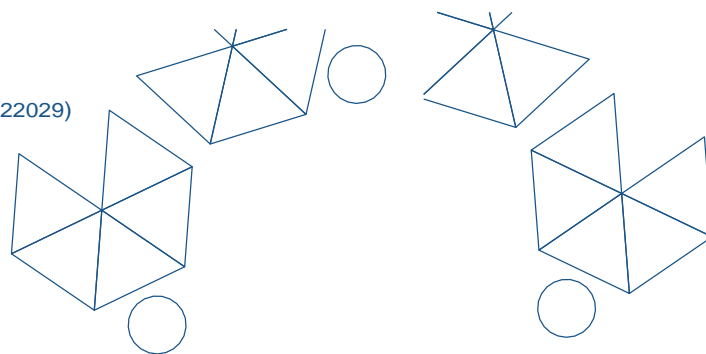
With regard to the investment driver, the program contributes to improving the institutional environment through the modernization of regulatory frameworks, strengthening governance, standardizing procedures, and leveraging data in planning and decision-making. This supports policy stability, enhances predictability, and increases the credibility of the investment environment.

The program also supports the realization of these drivers by improving the efficiency of human resources and public spending, accelerating digital transformation, and leveraging data and emerging technologies. This, in turn, is reflected in improved government performance efficiency, higher quality policy implementation, and the sustainability of economic and administrative impact over the medium and long term.

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## Monitoring & Evaluation

The strategic objectives of the second executive program were reformulated and linked to an integrated performance indicator framework that focuses on measuring impact and outcomes. This ensures a shift from activity-based measurement to the assessment of added value and the actual impact of reforms.

Within this framework, work is underway to develop a National Government Performance Index. It has been designed based on the outputs and strategic objectives of the Public Sector Modernization Program, ensuring consistency in measurement levels across different government entities and strengthening integration between institutional, sectoral, and national performance indicators.

This national index establishes a systematic linkage between strategic directions, implementation priorities, and performance outputs. It provides a unified framework for tracking progress, enhancing coordination among government entities, and improving the efficiency of monitoring and accountability. It also enables a comprehensive assessment of overall government performance and clearly reflects progress achieved on the institutional reform and the improvement of government performance at the national level.

## Change Management

The program adopts an integrated change management approach grounded in a comprehensive plan for institutional communication and engagement. This plan aims to raise awareness of the public sector modernization pathway and its components, strengthen coordination among government entities, and institutionalize the engagement of employees and citizens as active partners in implementation and impact achievement.

This approach is informed by the results of a Knowledge, Attitudes, and Practices (KAP) survey conducted among a sample of public sector employees. The survey revealed limited awareness of the components of the Public Sector Modernization Program among a broad segment of employees, as well as a notable reliance by many of them on social media as a primary source of information, despite being directly concerned by the program. The findings also reflected a general conviction of the need to strengthen institutional communication efforts, expand participation channels, and activate systematic listening mechanisms to capture employees' views and aspirations.

Based on this, the program focuses on enabling more proactive and transparent communication, building interactive dialogue platforms, and fostering a culture of participation and feedback. This enhances institutional ownership of the program, increases readiness for change, and supports the effective and sustainable implementation of modernization projects.



Based on these guiding principles, the design of the second executive program witnessed a number of shifts in planning and implementation methodology, most notably:



A shift from broad strategic planning to detailed, interconnected, and measurable planning that links outputs, strategic objectives, and projects, enabling precise monitoring of implementation and systematic measurement of impact.



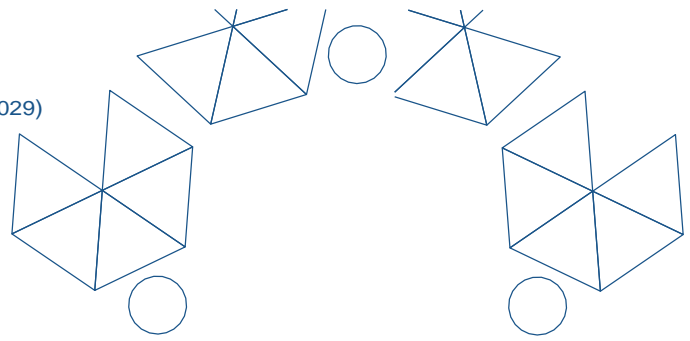
The transition from a limited participatory approach to a broad and organized engagement of stakeholders, through a series of national and technical consultations, which enhances the quality of the design and ensures its alignment with real needs



Transforming project lists into an integrated and implementable model that reflects administrative modernization priorities, focusing on achieving tangible and measurable results during the implementation period



Developing the governance framework to make it clearer and more integrated, with precise definition of roles and responsibilities, which enhances accountability, accelerates decision-making, and supports effective monitoring and implementation.



### 03 Structure of the Second Executive Program

The Second Executive Program relies on a fully integrated framework that ensures methodological coherence between the outputs of modernization, the components, the strategic objectives, and the projects. It adopts an integrated approach aligned with the vision of economic modernization, which enhances the effectiveness of implementation and ensures the achievement of the desired impact.

**A strengthened and effective public sector that operates as a unified unity for Jordan's development and the achievement of citizen welfare**

Public Sector Index (PSI)

**Focuses on**



**4 outputs for modernization**

**Achieved through**



**7 components**

**Translates into**



**33 strategic objectives**

39 strategic performance indicators

**Implemented through**



**111 projects**

Implementation performance indicators

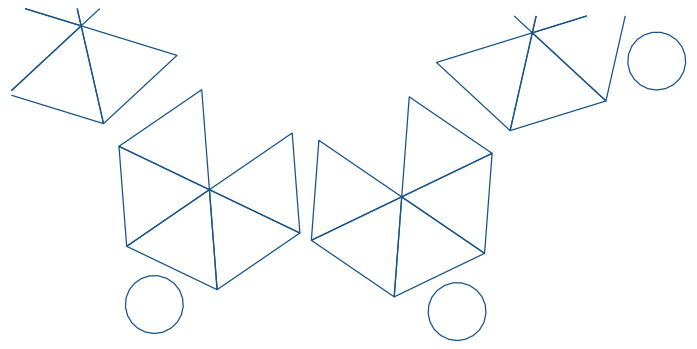


## Modernization Outputs

The outputs of the second executive program were developed based on the pillars of the first executive program, forming a solid foundation for the subsequent implementation phase. These pillars were reorganized and integrated into four main national outputs that constitute a guiding framework for the second executive program.

This framework provides a clear vision for the path of administrative modernization and strengthens effective alignment between the strategic and operational levels. These outputs serve as a foundation upon which projects are built and function as a national compass that directs administrative modernization efforts toward achieving measurable results and tangible impact.

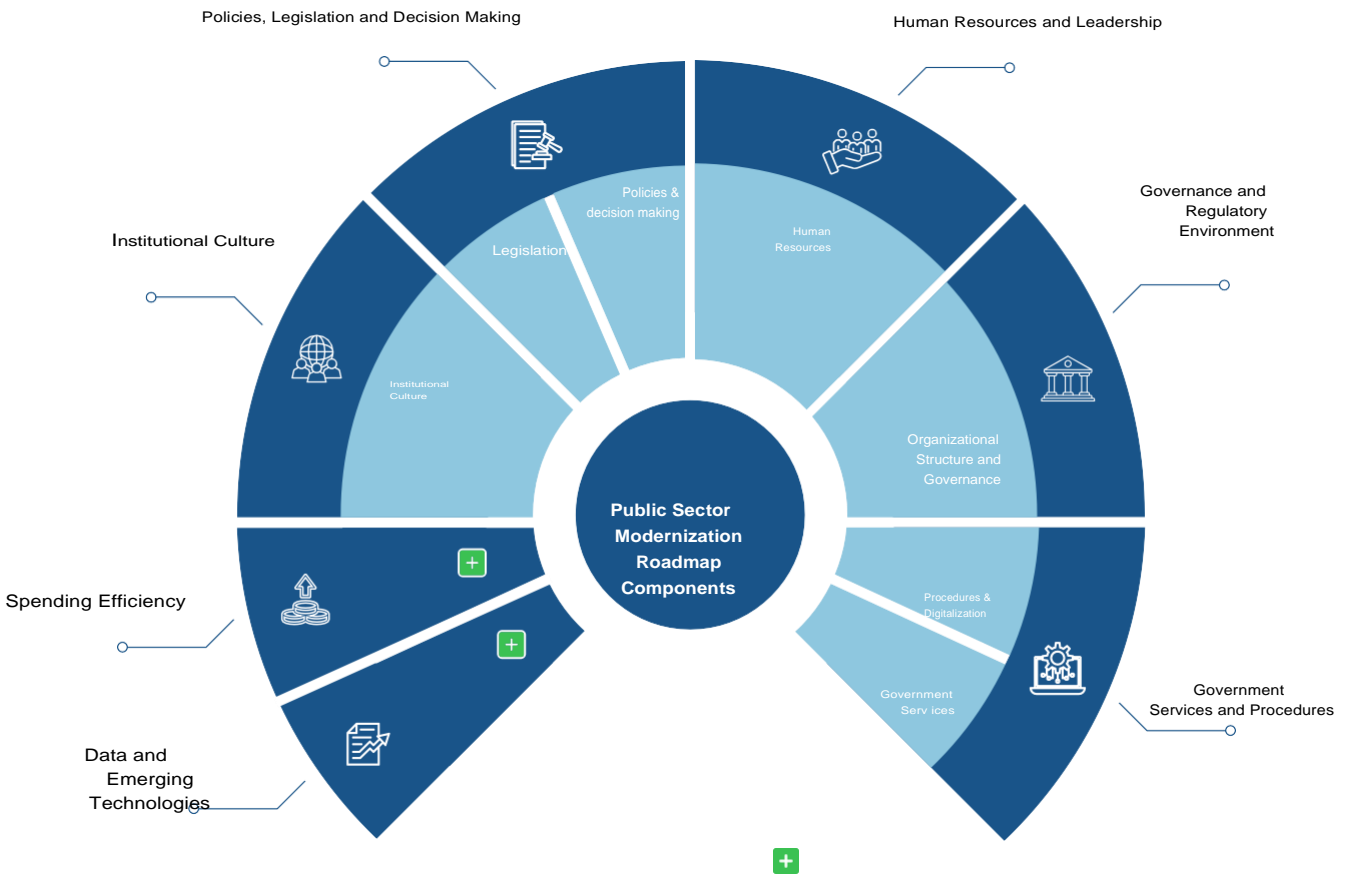




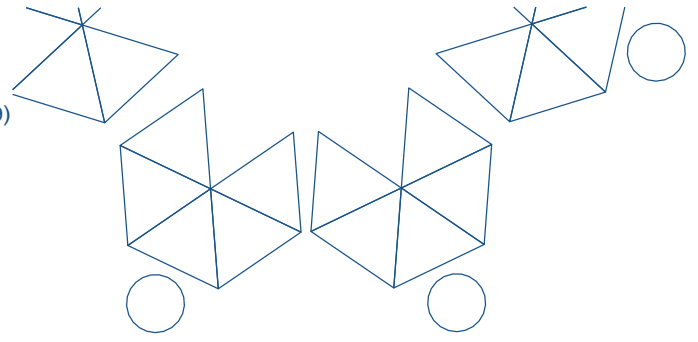
# Components

The components of the second executive program were redesigned to enhance their integration and improve their efficiency, in line with the requirements of administrative modernization and to support the achievement of tangible impact.

First Program Components  
 Second Program Components



A new component added



## Future Prospects for Program Components



### Government Services and Procedures

An integrated and efficient service system, managed effectively to ensure an exemplary citizen experience



### Human Resources and Leadership

Qualified and empowered government employees and leadership, operating in a secure and flexible environment, managed through a human resource system that ensures efficiency and sustainability.



### Policies, Legislation and Decision Making

Integrated and flexible policies and legislation, developed through participatory and transparent processes, based on evidence and innovation, and aligned with future directions.



### Data and Emerging Technologies

A leading public sector capable of adopting emerging technologies and leveraging government data in advanced ways, to serve citizens and meet current and future institutional needs.



### Governance and Regulatory Environment

Comprehensive and flexible institutional governance and regulatory environment, promoting integration and transparency through coordination and information exchange.



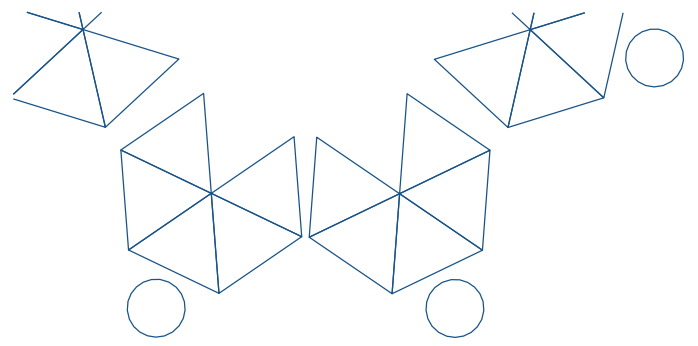
### Spending Efficiency

Effective and sustainable government spending, guided toward national priorities and achieving tangible impact.



### Institutional Culture

A unified and motivating institutional culture, focused on collaboration, innovation, and excellence, ensuring the public sector is prepared for the future.



## Strategic Objectives

The program's strategic objectives were reformulated to achieve a shift from component-based goals to objectives that link components with the outputs of modernization. The program included 33 strategic objectives supported by 39 main performance indicators, ensuring the ability to measure impact in a systematic and accurate manner, with a focus on effective results rather than inputs.

## Projects

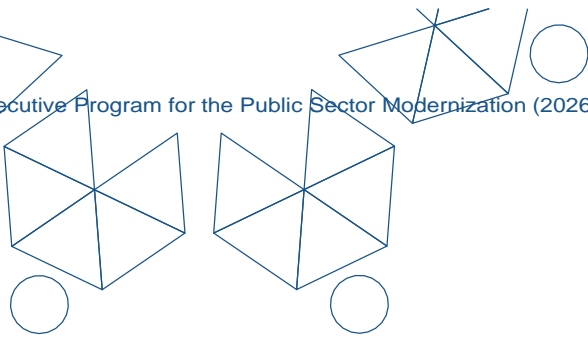
After a comprehensive review of the components of the public sector modernization map, 111 projects were approved as the executive framework of the program. The selection of executive projects was carried out in cooperation with government departments, based on clear criteria that ensure prioritization of projects with the highest impact, enhancing execution effectiveness and focusing resources on results with added value. Projects were also aligned with the strategic direction of the program according to an approved methodology that ensures strategic coherence and maximizes impact, which strengthens integration across the program's pillars and raises execution efficiency at the national level.

Within the framework of unifying the execution and follow-up methodology, a standardized execution model for project cards was adopted, containing more than 30 detailed elements, including project definition, strategic alignment, indicative budget, performance indicators linked to each project and mechanisms for measuring them, in addition to risk analysis and execution timelines. This model contributes to ensuring clarity of requirements, reinforcing systematic follow-up, raising execution efficiency, and achieving targeted results.

## Indicative Cost

The total indicative cost of the Second Executive Program projects is estimated at approximately 130 million Jordanian Dinars over the program period. This ensures alignment of available resources with the highest impact projects and is consistent with the objectives of public sector modernization.






## Targeted Beneficiaries

The second executive program targets citizens, representing the following main categories: individuals, families, employees, investors, enterprises, the non-profit sector, and the international organizations, in addition to visitors and tourists. This is achieved through the development of more efficient and integrated government policies and services that meet the needs of these categories and enhance comprehensive developmental impact.



**Establishments**  
It includes economic and productive enterprises operating in various sectors, ranging from small and medium-sized establishments to large companies



**Non-profit Organizations**  
It includes associations, non-profit and charitable organizations, and civil society institutions that work in the fields of social and economic development.




**International Organizations**  
It includes international and regional organizations operating in Jordan in the fields of developmental, technical, and economic cooperation




**Visitors and Tourists**  
It includes visitors coming to the Kingdom for purposes of tourism, temporary residence, or work.




**Individuals**  
It includes all citizens and residents on the Kingdom's territory, both male and female, and from various age groups.




**Families**  
It represents the main social unit in the Jordanian society, encompassing family members across various urban and rural environments.



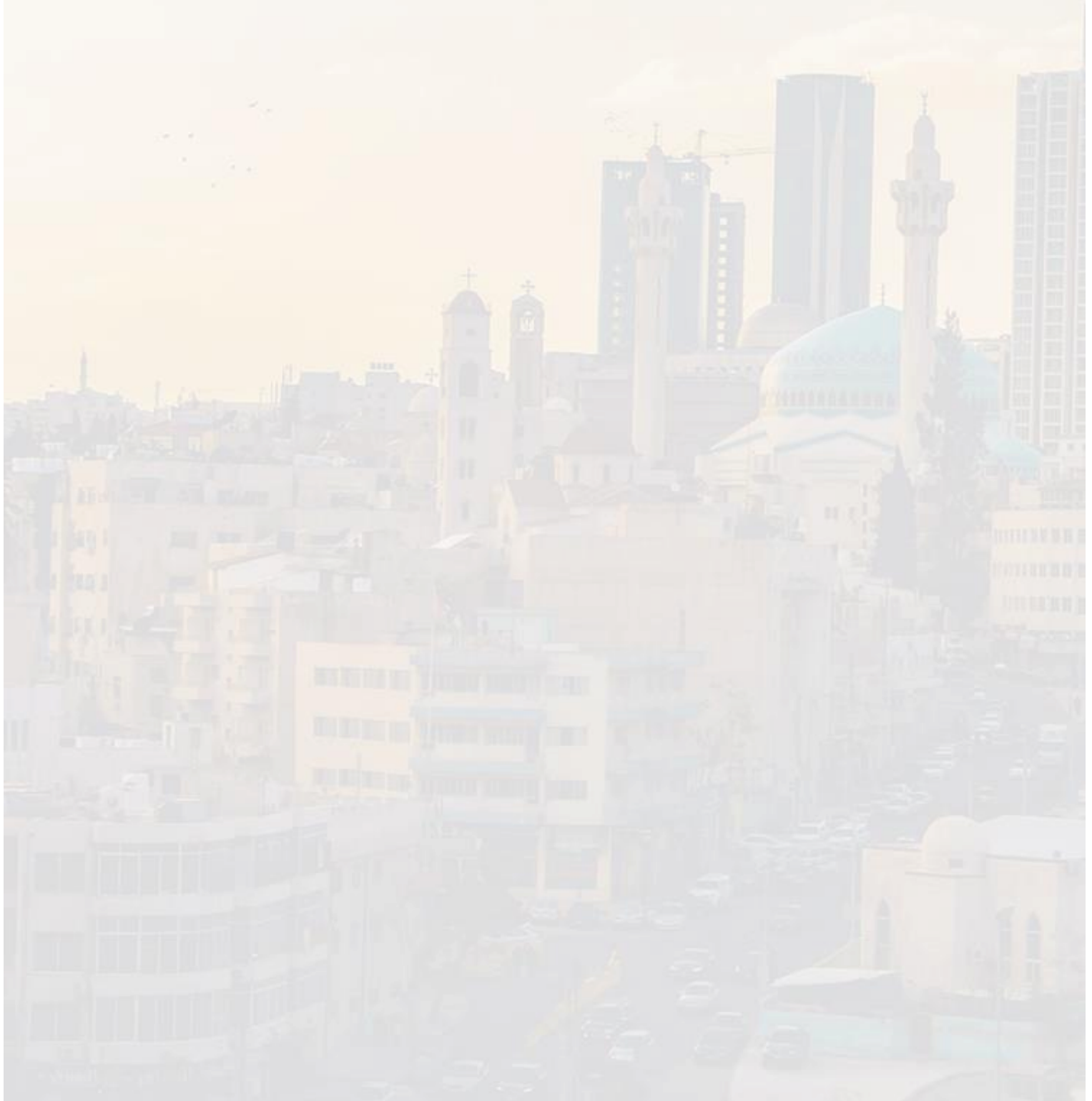
**Employees**  
It includes public sector personnel working at various administrative and technical levels who represent the face of government administration.

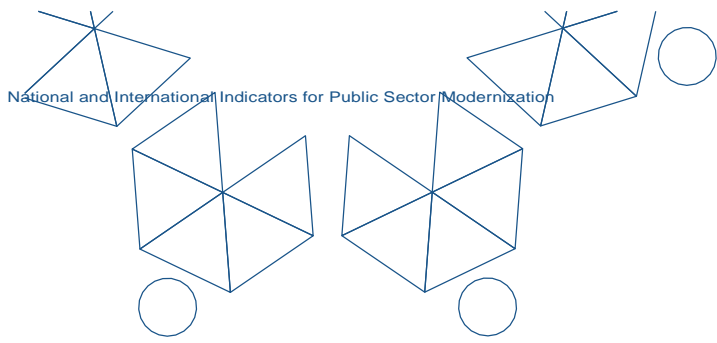


**Investors**  
It includes business owners and entrepreneurs from both the local and foreign sectors.



# National and International Indicators for the Public Sector Modernization





## International Indicators

The Kingdom has recorded noticeable improvements in several international indicators over the past four years, which coincided with the implementation of the first executive program for the general sector modernization initiative. This improvement reflects the positive impact of the institutional and administrative reforms that have been implemented. It also confirms the continuous progress toward enhancing government performance efficiency, improving the quality of services, and strengthening the readiness of the public sector to meet national priorities and future requirements.

Building on the improvements achieved during the implementation of the first executive program, internationally relevant indicators have been adopted as an objective reference to measure the actual impact and guide the subsequent executive phase. In the framework of the second executive program, these indicators have been systematically linked to program outputs, enabling performance comparisons according to international standards and measuring the level of progress in modernization targets at both national and international levels.

Within this framework, the Kingdom aims to achieve a qualitative shift in its ranking on key international indicators, reaching the top 25% globally or within the top three regional ranks. This direction is considered a fundamental pillar of the modernization program and a strategic framework for developing the public sector, enhancing the competitiveness of the national economy, and ensuring the readiness of the state to meet future requirements.

Targets				Actual				Indicator
2029	2028	2027	2026	2025	2024	2023	2022	
-	71	-	50	-	39	-	31	Trust in Government (%) Arab Barometer
0.57	0.49	0.44	0.41	0.39	0.39	0.39	0.38	Open Government (0 weakest, 1 strongest) Rule of Law Index (World Justice Project)
0.58	0.54	0.51	0.49	0.47	0.46	0.42	0.42	Leadership and forward looking (0 weakest, 1 strongest) Chandler Good Government Index (CGGI)
74.08	69.03	65.20	61.80	60.00*	59.22	59.82	58.20	Quality of Legislation (%) Global Governance Index (World Bank)

\*Expected result

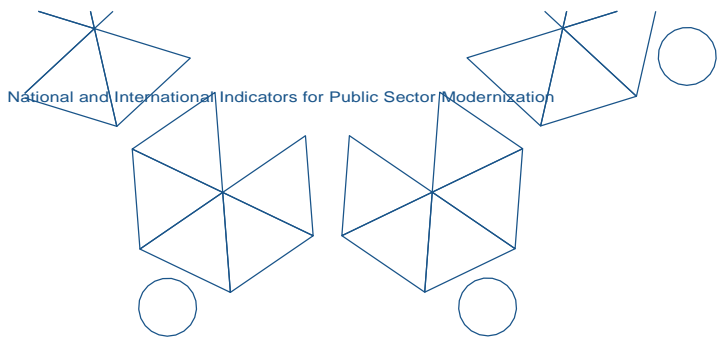
Note: Results for some years were not specified due to the inability to measure the indicator on an annual basis

Targets				Actual				Indicator
2029	2028	2027	2026	2025	2024	2023	2022	
70.40	67.17	64.5	62.13	60.70*	59.87	59.09	58.28	Rule of Law (%) Global Governance Index (World Bank)
0.76	0.69	0.64	0.61	0.59	0.58	0.59	0.60	Robust Policies and Legislation (0 weakest, 1 strongest) Chandler Good Government Index (CGGI)
0.69	0.65	0.62	0.59	0.57	0.55	0.55	0.54	Legislation Implementation (0 weakest, 1 strongest)
76.00	70.03	64.90	61.30	58.00*	55.54	58.94	54.12	Government Efficiency (%) Global Governance Index (World Bank)
-	5.35	-	5.0	-	4.8	-	4.84	Governance (0 weakest, 1 strongest) PTI
0.76	0.65	0.57	0.51	0.46	0.41	0.41	0.35	Institutional Resilience (0 weakest, 1 strongest) Chandler Good Government Index (CGGI)
74.00	68.43	64.00	59.82	56.5*	53.36	50.00	48.31	Fighting Corruption (%) Global Governance Index (World Bank)
70	63	58	54	51*	49	46	47	Corruption Perceptions (%) Transparency International
-	0.9	0.78	-	-	0.6	0.61	-	E-government Development Index (EGDI) (0 weakest, 1 strongest) United Nations
0	-	-	-	8	-	-	-	Government Technology and Mobile Services (GEMS) (%) UNESCWA
-	0.98	-	-	0.91	-	-	0.83	Government Technology Maturity Index (GTMI) (0 weakest, 1 strongest) World Bank
44.3	40.1	36.3	33.1	29.7	27.5	28.2	27.4	Global Innovation (%) World Intellectual Property Organization (WIPO)

\*Expected result

Note: Results for some years were not specified due to the inability to measure the indicator on an annual basis





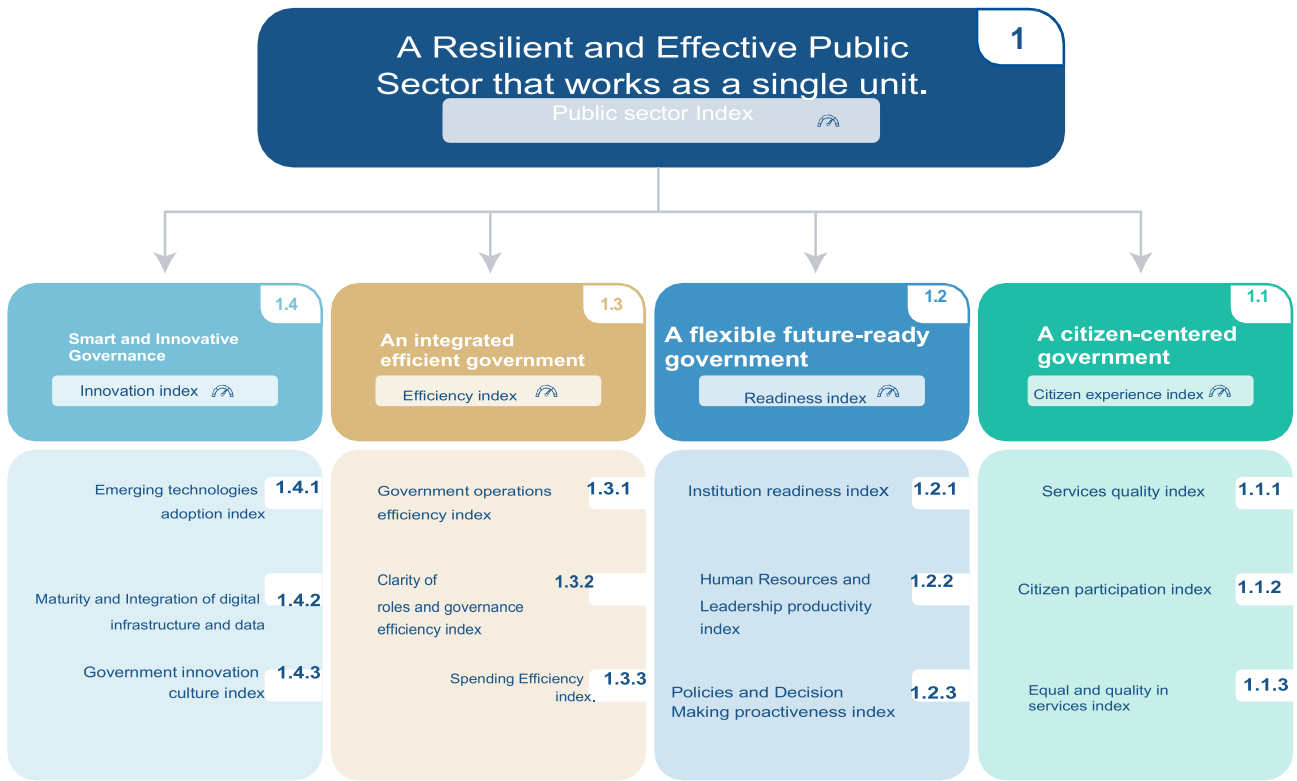
## National Public Sector Modernization Index

Within the framework of the Public Sector Modernization Program, the need arose for a unified national tool to measure performance, enabling decision-makers to gain a comprehensive and integrated view of the modernization process and the level of government efficiency. Based on this need, a National Public Sector Modernization Index (PSI) was developed to serve as a nationally approved framework for measuring the efficiency of the public sector and monitoring the extent to which modernization outcomes are achieved.

The role of the national public sector modernization index is not limited to being a numerical measurement tool. Rather, it serves as a comprehensive national framework that translates the methodology of public sector modernization into a clear measurement system. It identifies areas of achieved progress, highlights ongoing challenges, and defines requirements to accelerate and advance the modernization process. The indicator also provides a unified performance language among government entities, allowing performance management at the whole-of-government level, instead of restricting evaluation to individual institutional assessments.

Compared to traditional measurement tools, the national public sector modernization indicator is distinguished by its comprehensiveness and progressive structure. It relies on an integrated measurement framework that provides leadership with a holistic view of the public sector modernization path at the government-wide level. It allows executive entities to precisely identify bottlenecks, guide corrective interventions effectively, and monitor their impact systematically and sustainably.

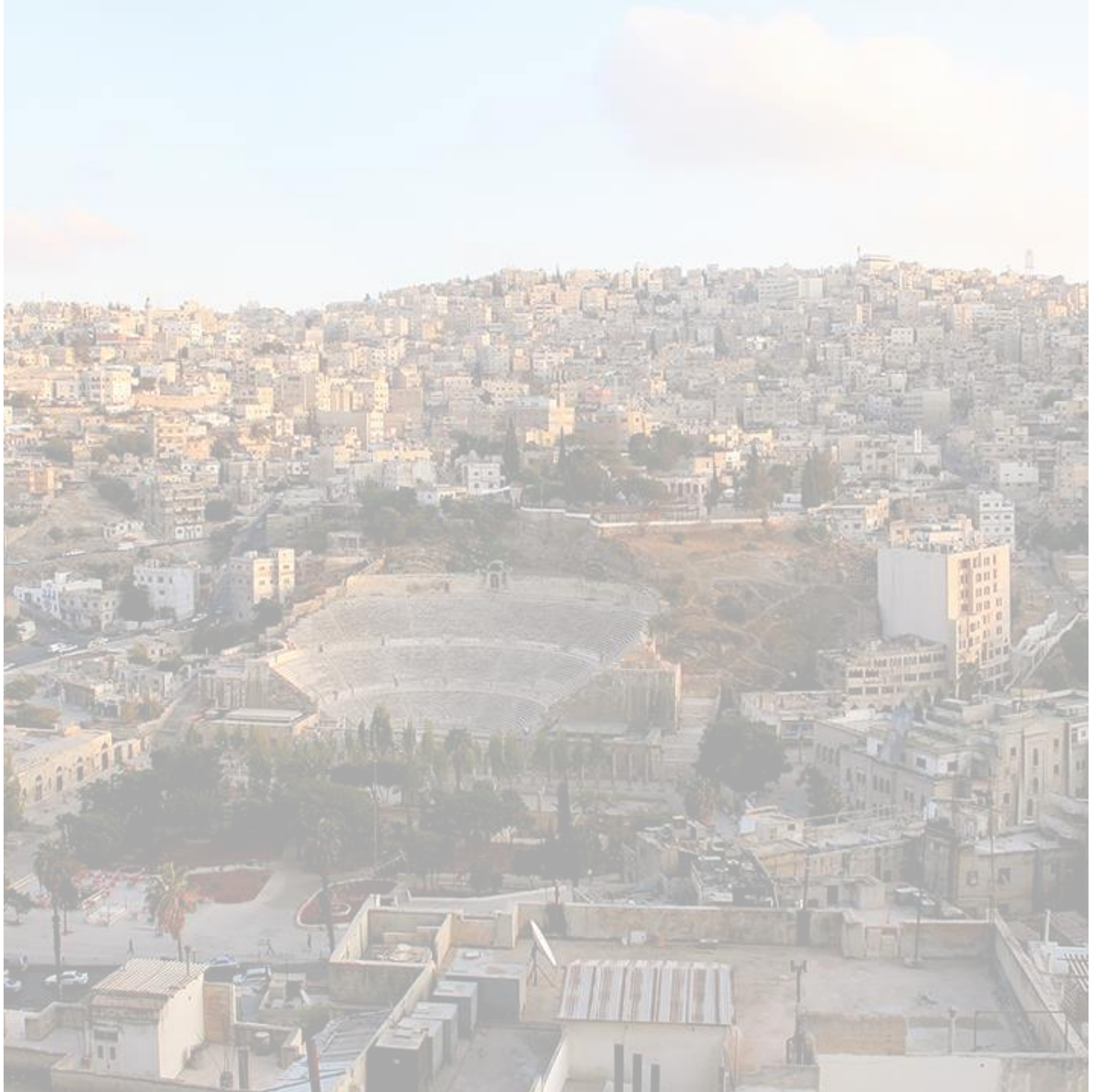
The index relies on a hierarchical measurement framework that starts with a single overall indicator, which branches into four indicators at the level of modernization outcomes, then into a set of detailed indicators translating each output into specific measurement domains, in addition to strategic performance indicators that are measured periodically to support monitoring and decision-making processes. This framework ensures measurement consistency at the government level and provides in-depth analytical insights to support continuous improvement and corrective interventions whenever needed.



At the strategic level, the national index for updating the public sector constitutes a pivotal reform tool by unifying performance measurement methodologies, enhancing accountability and transparency, and linking modernization efforts to clear and measurable outcomes. Thus, the index contributes to strengthening the effectiveness of government institutions, boosting citizens' trust, and improving the business environment.



# Strategic Objectives and Second Executive Program Projects





## Government Services and Procedures



Number of Strategic Objectives

06



Number of Projects

21



Indicative Cost

33.7 million Jordanian dinars

Government Services and Procedures



Human Resources and Leadership



Policies, Legislation and Decision Making



Data and Emerging Technologies



Governance and Enabling Environment



Spending Efficiency



Institutional Culture





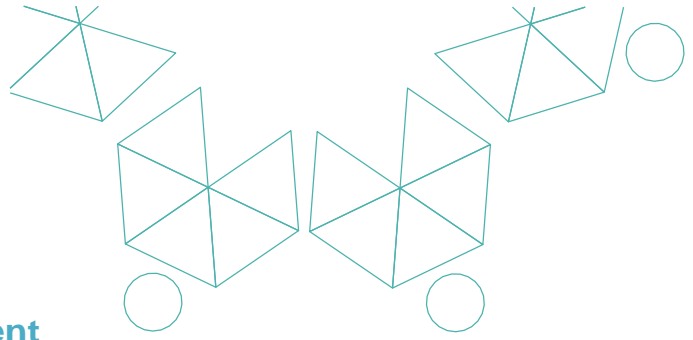
**Vision:** An integrated and effective service system that is efficiently managed and ensures an optimal citizen experience.

The Government Services and Procedures component aims to establish a streamlined and integrated government services system based on simplified procedures and enhanced operational efficiency. This enables the government to deliver integrated, high-quality services and provides a consistent, seamless, and citizen-centered experience across various service delivery channels.

### Key Achievements of the First Executive Program

The system of government services and procedures witnessed tangible development during the period 2022–2025, as the projects of the first executive program contributed to achieving measurable improvements in service quality and citizen satisfaction. These efforts included the establishment of comprehensive government service centers across the governorates, the expansion of electronic services, and the reduction of documents and administrative requirements, in addition to the launch of the digital identity

Achievements	Description
Establishment of (11) comprehensive centers for the delivery of government services in the governorates.	The establishment of these centers contributed to providing a single, integrated access point for government services, enabling citizens to complete their transactions easily and efficiently from one location. This reduced the need to move between service providers, improved service quality and the customer experience, and enhanced operational efficiency and spatial equity.
Simplification of procedures and reduction of requirements and conditions for service delivery.	Implementation of improvements aimed at reducing documentation and administrative requirements across a number of services, which positively reflected on speed and reduced the administrative burden.
Launch and expansion of the use of the digital identity.	The launch of the digital identity, with the number of active users reaching approximately 1.8 million, which laid the foundation for enabling digital transformation and facilitating access to government services.
Development of unified digital platforms for government services.	Digitization of more than 80% of government services and the launch of unified digital platforms, such as the “Sanad” platform, which strengthened the unification of access points to digital government services and improved the user experience.
Adoption of the Government Services Development System	The “Sanad” system established the legislative framework governing the management and development of government services. It defined roles and responsibilities, and reinforced a clear reference for planning,



## Key Challenges and Areas for Improvement

Despite the efforts made within the framework of the Public Sector Modernization roadmap, the government services system still faces structural and operational challenges that limit its ability to provide an integrated and citizen-centered experience.

Evaluation revealed that the current comprehensive planning, based on data, is constrained by the incompleteness and outdatedness of the National Services Register. In addition, procedural complexity, multiple steps, and administrative burdens of limited value remain significant obstacles. Weak integration of shared services and lack of adherence to the “single window” principle force citizens to move between entities. Variations in the readiness of operational and physical environments at service centres also affect equity and ease of access.

The evaluation also highlighted the need to institutionalize capacity building, develop and assess employee performance in the service domain, and address weaknesses in implementing the “holistic employee” model. Furthermore, gaps exist in integrating citizen feedback channels and in systematically employing modern technologies and innovation.

The Second Executive Program, through a comprehensive package of programs and initiatives, was launched to address these challenges. The most prominent of these include:

Challenges and Areas for Improvement	Description
Limitations of comprehensive planning based on government service data	<p>In the previous phase, the National Services Register for government services<sup>1</sup> was prepared, containing information about the services provided at physical service centres. However, the incompleteness of the register and the lack of continuous and periodic updates pose a challenge that limits the government’s ability to perform proactive service planning and accurately prioritize service development.</p> <p>This also affects the quality of decisions related to the distribution of service centres, the integration of shared services, the measurement of spatial equity and operational efficiency, and reduces the ability to monitor services, analyze demand, and link them to performance indicators and service quality.</p>
Existence of redundant procedures, repeated requirements, and administrative burdens	<p>A number of government services still suffer from lengthy and repetitive procedures and requirements that could be eliminated or exchanged between entities, which increases the administrative burden as well as the time and financial costs for citizens and the business environment.</p> <p>Evaluation shows that streamlining efforts have focused primarily on procedures directly related to service delivery, while supporting administrative procedures remain outside the scope of simplification and digitization, despite their direct impact on reducing completion time, lowering operational costs, and improving service integration and the citizen experience.</p> <p>Reviews also indicate that a large portion of these burdens results from existing requirements and legislation that impose procedures of limited added value, combined with unclear or repeated strategies and standards across multiple laws. Weak definition of authorities and responsibilities further complicates the ability of citizens and businesses to comply with requirements.</p>

<sup>1</sup> National Services Register serves as a strategic planning tool that helps in making decisions based on the management of information about services, their indicators, classification, and the identification of shared service



Challenges and Areas for Improvement	Description
<p>The integration of government services remains limited, as many services are provided by more than one government entity, and there is a lack of adherence to the “Single Window” principle<sup>2</sup></p>	<p>Many integrated government services (those provided by more than one department) are still delivered in a fragmented manner by the respective departments, without integration in the citizen’s journey—whether physical, electronic, or through the smooth ‘one window’ access. This forces citizens to move between multiple offices within the same department or between different departments to complete a service and access its platforms.</p> <p>This is exacerbated by the absence of data sharing, lack of interdepartmental links, and the absence of mandatory policies for exchanging information, which leads to citizens repeatedly submitting documents and information even when these are already available to or provided by the government. This practice contradicts the “Single Window” principle.</p>
<p>The variation in operational and physical readiness of government service centers or offices<sup>3</sup> significantly affects equity and equal opportunity in accessing services.</p>	<p>The reality clearly shows noticeable disparities in the readiness of government service offices in the governorates in terms of geographic distribution, locations, equipment, capacity, and operational models. This demonstrates the need to implement a comprehensive national plan that links the locations of service centers, their sizes, and operational patterns with the volume of demand and the needs of different groups. These disparities are further exacerbated by the limited readiness of infrastructure and operational environments in several service offices, as well as the limited ability to provide a fully integrated study of the citizen’s service journey. This negatively affects spatial justice, the quality of the services provided, and the citizen experience.</p> <p>There are also differences in the provision of services across municipalities in their various districts, which imposes additional effort and cost on citizens, and negatively affects fairness, equal opportunity in accessing services, service availability, and ease of access.</p>
<p>The need for capacity building and performance evaluation of employees in the development of government services, including frontline services</p>	<p>Despite the implementation of training programs during the first rollout phase, the training process remains unstructured and not linked to clear competencies. It focuses primarily on frontline staff without including employees responsible for managing and developing services. Assessments reveal gaps in service delivery performance, due to the absence of a unified system for evaluating employee performance in service provision, linked directly to service standards and supported by sustainable accountability and incentive mechanisms. This limits the improvement of service quality and the citizen experience.</p>
<p>Absence of the comprehensive employee<sup>4</sup> in centers/offices providing government services</p>	<p>Observations from the ‘mystery shopper revealed that citizens are often compelled to revisit the department multiple times due to the absence of the specialized employee. Conversely, the core role of the comprehensive employee is evident in enabling transactions to be completed from a single point, reducing internal referrals and multiple visits, accelerating procedures, and making optimal use of human and operational resources. This positively reflects on service quality, the customer experience, and operational efficiency in these centers.</p>

<sup>2</sup> The principle of ‘one-time service’ is based on the idea that the department should not require citizens to provide official documents already available to the government or produced by it. However, in practice, citizens are repeatedly asked to submit these documents

<sup>3</sup> The number of service delivery offices and departmental branches is (1,000).

<sup>4</sup> Adopting the principles of ‘single window’ and ‘comprehensive service provider’ enables citizens to receive services through any counter or service provider at the center





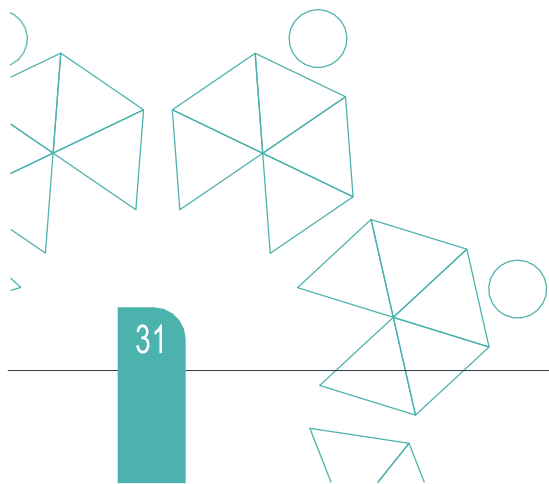
Challenges and Areas for Improvement	Description
The need to listen to citizens' voices and involve them in the design of services	The multiplicity of channels for capturing citizens' voices, combined with weak integration among them, has limited the effective use of available data and hindered the transformation of feedback into improvement decisions. It has also negatively affected the government's ability to monitor and evaluate the level of responsiveness of government entities to citizens' complaints and observations.
Limited systematic utilization of innovation and modern technologies.	The utilization of innovation and modern technologies still requires the adoption of clear methodologies across government entities to guide their systematic use and directly link them to improving the citizen experience, enhancing spending efficiency, and achieving tangible impact in service delivery.

## Strategic Directions

The evaluation of the first executive program demonstrated that improving the citizen experience is linked to the integration of service design pathways, procedures simplification, and digital transformation within a unified framework.

Accordingly, the integration of the two components—government services and procedures—within the second executive program (2026–2029) was introduced to ensure the alignment of these pathways and to address the causes of complexity in administrative procedures related directly to services or those that support them. This integration is expected to contribute to improving the citizen experience and enhancing the efficiency of service delivery.

From another perspective, the process of developing government services is based on a number of key pillars, as illustrated in Figure (1.1)



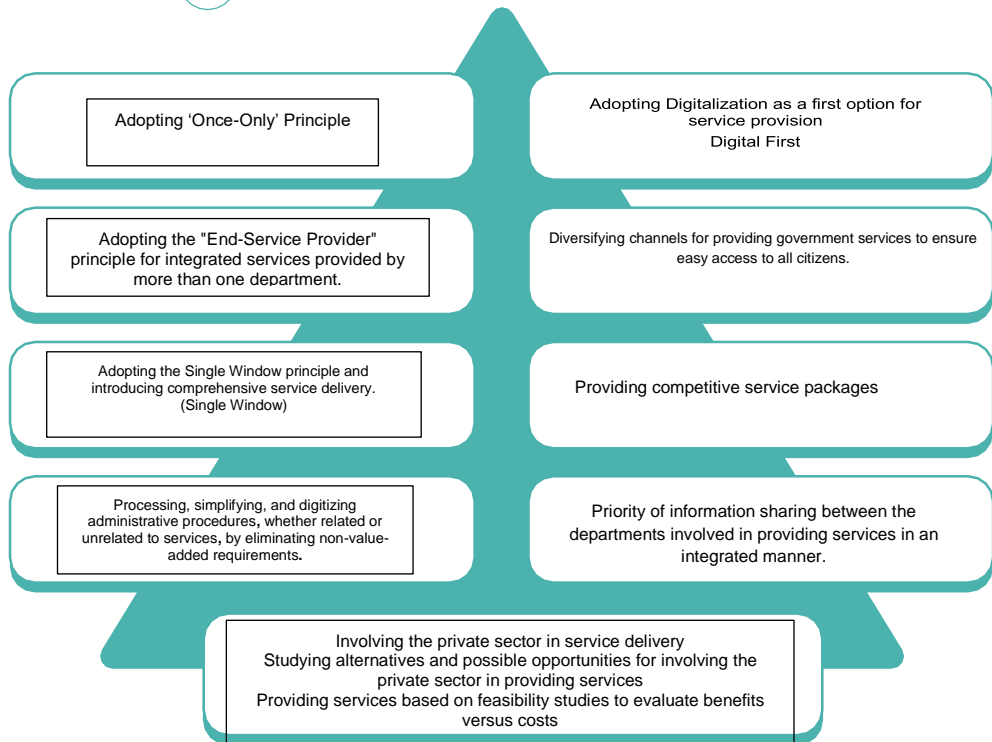
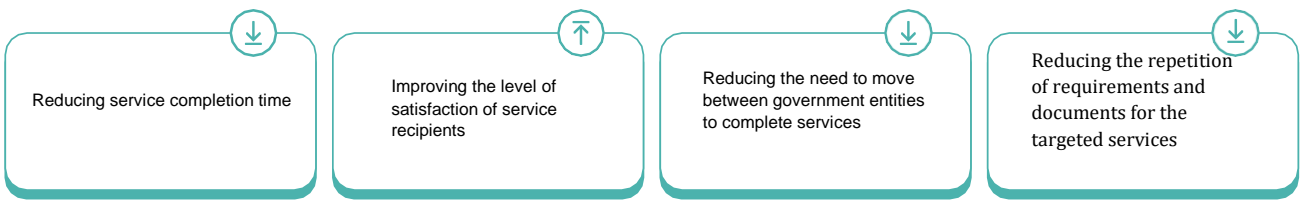
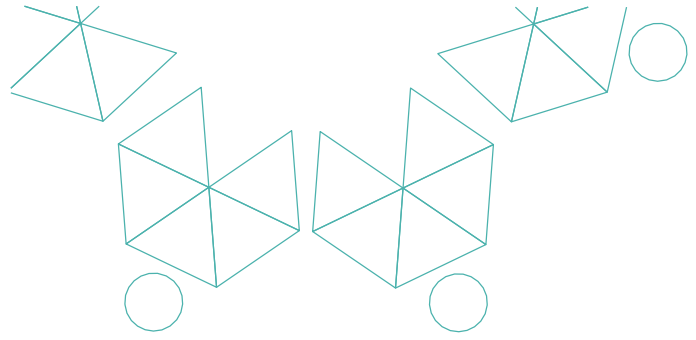


Figure (1.1) – Centers for the Development of Government Services




The second executive program aims to establish a unified, smart government services system centered on the citizen, simplifying procedures before digitization, integrating institutions, merging services, and unifying delivery channels under the One Government principle. Its goals are to reduce citizen travel, expedite service delivery, increase operational efficiency, lower service costs, and achieve tangible operational savings, while leveraging data to improve decision-making and processes. The program also seeks to develop a flexible, innovative operational model and invest in institutional and human capacities to enhance the citizen experience and the effectiveness of public spending.

**Key Desired Outcomes**

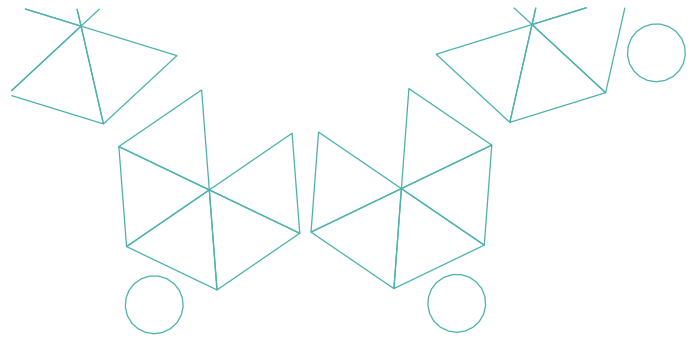




## Strategic Goals and Indicators

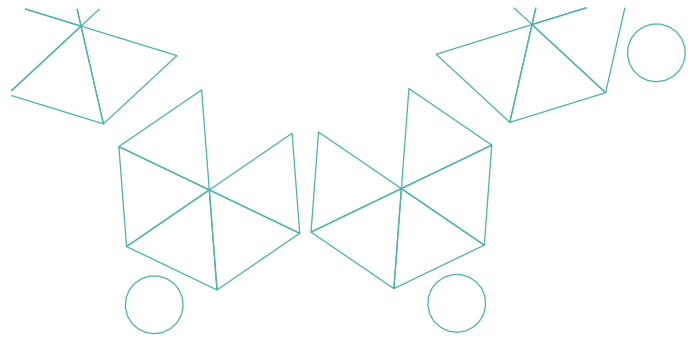
Output	Strategic Objective	Strategic Performance Indicator
 Citizen-centered government	<b>1.1.1</b> Enhancing the citizen journey by developing high-quality government services that are easy to use and equitably accessible, meet citizens' needs and aspirations, and are delivered through multiple, integrated service channels	The percentage of citizens' satisfaction with the quality of government services The coverage rate of government services.
	<b>1.1.2</b> Engaging citizens in the development of government services through effective communication and clear mechanisms to hear their voice and translate their observations into improvement decisions	The percentage of improvements in government services based on citizen input Net Promoter Score (NPS)
	<b>1.2.1</b> Enhancing institutional and human readiness and strengthening change management to ensure the provision of sustainable, flexible government services capable of meeting future needs	The rate of activation of proactive services
	<b>1.3.1</b> Enhancing the efficiency of government operations by redesigning them to reduce duplication and accelerate service delivery	Average service delivery time after reengineering
 Integrated and efficient Government	<b>1.3.2</b> Ensuring a unified national framework for government that enhances integration and coordination between government entities in the development and management of services and procedures	The percentage of government entities implementing the National Digital Transformation Standards Framework
	<b>1.4.1</b> Providing innovative and digital government services that focus on continuous analysis of citizens' needs	Jordan's score in the E-Participation Index
 Smart and Innovative Government		





## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
1.1.1 Enhancing the citizen journey by developing high-quality government services that are easy to use and equitably accessible, meet citizens' needs and aspirations, and are delivered through multiple, integrated service channels	Developing and implementing standards for the accessibility and usability of government services for persons with disabilities (Accessibility-First Approach)	Higher Council for the Rights of Persons of Disabilities	2026-2028
	Business Licenses with Compliance	Ministry of Investment	2026
	Enhancing the patient journey in healthcare facilities.	Ministry of Health	2026-2029
	Service Evaluation System (Mystery Shopper, Self-Assessment, and Volunteer Visitor)	Service and Public Administration Commission	2026-2027
	Awareness and Promotion Plan for Digital Government Services	Ministry of Digital Economy and Entrepreneurship	2026-2029
1.1.2 Engaging citizens in the development of government services through effective communication and clear mechanisms to hear their voice and translate their observations into improvement decisions	An Integrated System for Listening to Citizens' Voices	Service and Public Administration Commission	2026
1.2.1 Enhancing institutional and human readiness and strengthening change management to ensure the provision of sustainable, flexible government services capable of meeting future needs	Developing the Methodology and Concept for Public-Private Partnerships in Service Delivery	Institute of Public Administration	2028
	Sustainability of Comprehensive Government Service Centers	Ministry of Digital Economy and Entrepreneurship	2026-2029
	National License: "Certified Government Service Provider"	Service and Public Administration Commission	2027-2028



## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
1.3.1 Enhancing the efficiency of government operations by redesigning them to reduce duplication and accelerate service delivery	Service Bundling	Ministry of Digital Economy and Entrepreneurship	2026-2029
	Reengineering government procedures and services 2.0	Service and Public Administration Commission	2026-2029
	Reengineering and automating comprehensive investment services in the Ministry of Investment (Investor Journey)	Ministry of Investment	2026-2027
	An electronic system for managing the workflow of government procedures (Services Ops)	Ministry of Digital Economy and Entrepreneurship	2027-2029
1.3.2 Ensuring a unified national framework for government that enhances integration and coordination between government entities in the development and management of services and procedures	Development of an integrated and proactive government services management system	Service and Public Administration Commission	2026-2028
	A national map of government service delivery centers	Service and Public Administration Commission	2026-2027
	Government Services Policies and Planning System (National Services Registry)	Service and Public Administration Commission	2026
1.4.1 Providing innovative and digital government services that focus on continuous analysis of citizens' needs	A study to assess the digital maturity in the Kingdom	Ministry of Digital Economy and Entrepreneurship	2026-2027
	Improving digital government services	Ministry of Digital Economy and Entrepreneurship	2026-2028
	A unified platform for municipal services (Municipal One-Stop-Shop)	Ministry of Local Administration	2027-2028
	Completion of digitizing government services eligible for digital transformation	Ministry of Digital Economy and Entrepreneurship	2026
	Completion of the activation of the digital identity	Ministry of Digital Economy and Entrepreneurship	2026-2027





## Human Resources and Leadership



Number of Strategic Objectives

06



Number of Projects

26



Indicative Cost

26.1 million Jordanian dinar

Government Services and Procedures



Human Resources and Leadership



Policies, Legislation and Decision Making



Data and Emerging Technologies



Governance and Regulatory Environment



Spending Efficiency



Institutional Culture





**Vision:** Qualified and empowered government personnel and leaders working in a motivating and flexible environment, managed through a smart human resources system that ensures efficiency and sustainability

The Human Resources and Leadership component aims to build a government led by qualified human capital and empowered leaders, managed through a modern and smart human resources system based on competencies and performance, and capable of attracting, developing, and managing talent in a way that supports the future readiness of the public sector.

## Key Achievements of the First Executive Program

The Human Resources and Leadership component achieved significant progress during the First Executive Program (2022–2025), represented by the establishment of the institutional and regulatory framework supporting the transformation of human resources management in the public sector, in line with modern management approaches and the directions of the Public Sector Modernization Roadmap. This was achieved through the adoption of the 2024 Human Resources Management Regulation and the issuance of an integrated<sup>1</sup> package of bylaws, instructions, and governing principles that formed the foundation for the transition to a more modern and efficient human resources system.

This framework contributed to the establishment of fundamental transformations, most notably the adoption of a competency-based approach as the basis for recruitment, promotion, and development; the expansion of recruitment through open, merit- and competency-based competition; and the adoption of the principle of “pay for the position,” alongside the modernization of a results-based performance evaluation system. In addition, the role of the Civil Service Bureau was redefined to become the “Public Service and Administration Authority,” with clear regulatory and oversight mandates, while granting operational authorities to government entities within an effective governance framework that enhances flexibility and institutional accountability.

The phase also witnessed the launch of foundational initiatives, including the establishment of the Government Competency Assessment Centre; the implementation of executive leadership development programs (Irtiqa) and young leadership programs (Forsa); the conduct of workload studies; and the preparation of human resources plans responsive to transformation requirements and future public sector job needs.

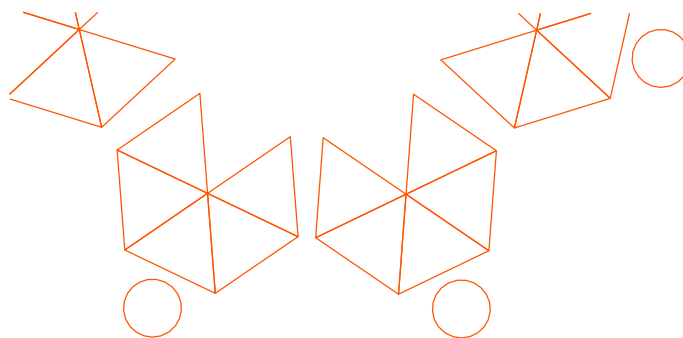
In the area of training and capacity building, the first executive program focused on taking foundational steps to establish a modern government training system. This included developing the first version of the e-learning training platform; implementing programs supporting digital transformation and empowering frontline employees; and offering specialized professional diplomas in public policy and human resources management in partnership with educational institutions. Initial methodologies for measuring training impact were also developed.

These efforts constituted a foundation that paved the way for the Second Executive Program, which will focus on expanding the scope of training, increasing its reach, and directly linking it to performance outcomes as well as modernization priorities and future readiness.

<sup>1</sup>included (19) regulations, frameworks, and guidelines.



Achievements			
01	Issuance of the 2024 Human Resources Management Regulation and nineteen (19) documents comprising regulatory instructions, frameworks, and guidelines governing human resources management, including the oversight and technical support systems	09	Adoption of a competency framework for government leadership positions as the basis for recruitment, selection, and development
02	Establishment of the Public Service and Administration Authority as a regulatory and oversight body responsible for ensuring proper implementation and compliance, and for providing technical support	10	Launch of the "Irtiqa" Program for Current Executive Leadership Executive
03	Establishment of the Government Competency Assessment Center and the implementation of assessment tools based on the approved competency frameworks	11	Launch of the "Forsa" Program to empower young leaders, providing rapid career development opportunities for talented youth with leadership potential.
04	Gradual implementation of the decentralized recruitment system and open announcements based on job competencies	12	Launch of professional networks and communities in the fields of human resources, impact assessment, and organizational culture
05	Implementation of the promotion concept for filling administrative positions based on merit, competitiveness, equal opportunities, and competency frameworks	13	Launch of the Digital Skills Enhancement Program
06	Implementation of the "Pay for Position" principle	14	Launch of a Professional Diploma in Public Policy in collaboration with the German University.
07	Preparation of the government human resources plan (2025 structures) and linking it to priorities, workload, and future positions.	15	Support for obtaining specialized professional certifications in human resources (SHRM).
08	Preparation of workload studies to determine real staffing requirements and identify opportunities for redeployment and reassignment	16	Training approximately 24,000 government employees annually at the Institute of Public Administration Institute



## Key Challenges and Areas for Improvement

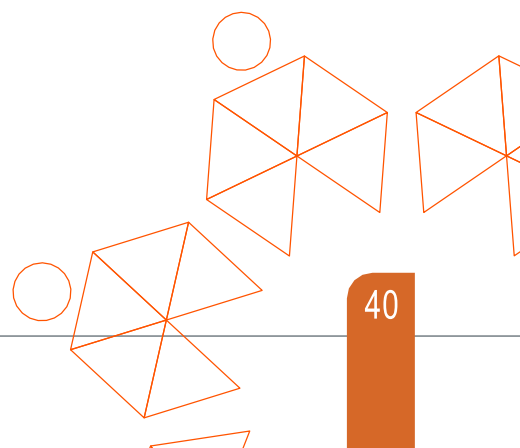
Despite the significant achievements realized during the first executive program, the evaluation of the human resources and leadership system revealed ongoing implementation challenges that continue to limit the attainment of the desired impact on government performance—particularly regarding the ability of government entities to operationalize HR policies and translate them into tangible results.

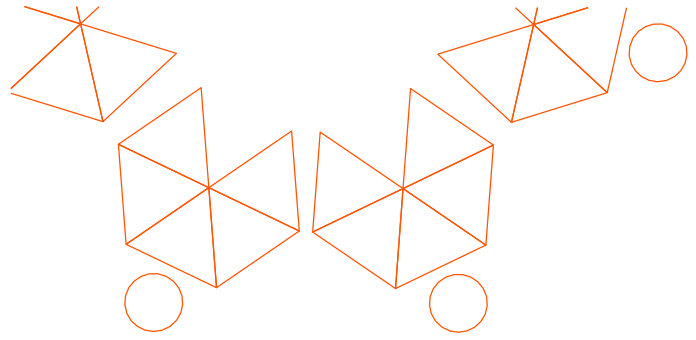
Building on these accomplishments, the second executive program aims to focus on addressing these challenges and improving areas outlined in the table below. This will be achieved through an integrated package of projects and initiatives that strengthen institutional readiness, support effective and sustainable policy implementation, and enable government entities to achieve the expected impact over the roadmap period.

Challenges and Areas for Improvement	Description
Gap between Policies and Effective Implementation in Government Entities	This is reflected in the limited readiness of government entities to assume their new responsibilities in human resources management, the need to strengthen the capacities of the Public Service and Administration Authority to effectively perform its oversight role and ensure compliance, as well as the limited availability of performance indicators to measure the impact of reforms on the functioning of the government.
Limited investment in digital and smart human resources management systems and in the availability of data to support decision-making.	The current reality indicates the absence of an integrated digital human resources management system within the government sector, which negatively impacts the efficiency of HR management, weakens oversight and compliance frameworks, limits the availability of accurate and comprehensive data to support decision-making, and constrains the ability to assess the true impact of government human resources policies.
Limited workforce planning and optimal utilization of human resources.	This challenge is reflected in the limited effective utilization of available human resources with the required competencies, due to the absence of medium- and long-term workforce planning, as well as the limited activation of reskilling and redeployment systems. This, in turn, reduces the flexibility of the public service and its ability to adapt to digital transformation and changing work practices, negatively affecting the efficiency and sustainability of government performance.
The need to enhance the readiness of digital and smart competency assessment systems.	The establishment of the Competency Assessment Center represents a key step in enhancing the government's ability to measure job-related competencies. However, maximizing its impact requires the development of an integrated and smart assessment system that enables diversification of assessment tools in line with the nature and varying levels of competencies, alongside continued capacity building at the institutional level in managing structured interviews, to ensure the reliability and quality of assessment outcomes.



Challenges and Areas for Improvement	Description
<p>Limited alignment of job families and career pathways with the competency-based approach</p>	<p>Some job families are still classified according to academic specialization rather than the actual skills required to perform the work. The lack of activation of clear career paths, aligned with the new competency-based approach to human resources management, hinders career development and the enhancement of professionalism in leadership, specialized, and public sector development roles.</p> <p>Accordingly, there is a need to update job families and launch career pathways.</p>
<p>Limited capacity to respond quickly to urgent and temporary human resources needs</p>	<p>Government entities face a challenge in quickly and flexibly accessing the human resources needed for urgent or temporary requirements, due to the limited structuring and activation of innovative tools such as the Talent Cloud, support teams, and framework agreements. This restricts their ability to respond effectively to changing operational demands.</p>
<p>Limited implementation of policies related to employee onboarding, engagement, and a work environment that supports productivity.</p>	<p>There is a need to develop and activate policies for employee integration and improving the work environment to ensure enhanced engagement, well-being, organizational belonging, as well as attracting and retaining talent.</p>
<p>Reviewing the methodologies and tools used in management practices</p>	<p>Regularly review and update human resources management methodologies and tools, covering planning, recruitment, promotion, development, and performance evaluation. The aim is to address practical challenges that arise during implementation, establish measures to enhance HR readiness and performance, strengthen alignment with institutional performance and results, while ensuring that these updates remain consistent with the HR directions set in the Public Sector Modernization Roadmap.</p>





## Challenges of the current training system and its operational mechanisms.

Challenges and Areas for Improvement	Description
<p>The need to strengthen the link between training, modernization directions, and training impact measurement.</p>	<p>There is limited systematic and clear linkage of training programs to the pillars of the administrative modernization vision and government priorities, which restricts their ability to support the institutional transformation path and develop the skills needed for the future.</p> <p>Currently, training impact is measured only at levels one and two of the Kirkpatrick model (satisfaction and knowledge assessment), without progressing to measuring changes in behaviour in the work environment or the impact on institutional performance, such as productivity, quality, and cost reduction.</p>
<p>Limited expansion and reach<sup>2</sup>, and the need to build cumulative training to develop future competencies and support readiness</p>	<p>Government administrative training suffers from limited expansion and reach, both in terms of the number of beneficiaries and the gaps between the training programs attended by the same employee. This is inconsistent with the role of the Institute of Public Administration as the executive arm for cumulative learning necessary to build skills and link them to targeted training that supports future readiness. It also conflicts with the “Learning Stackable” model for human resources transformation and the implementation of the modernization roadmap, as it does not meet the needs of functional and professional career paths. This situation is due to several key factors, most notably:</p> <ul style="list-style-type: none"> <li>• Heavy reliance on the Institute of Public Administration and government institutes as the main training providers, which limits capacity and constrains the expansion and diversity of training.</li> <li>• Weak integration among government training institutes, as these institutes still operate in parallel rather than in a coordinated, integrated manner.</li> <li>• Limited adoption of a “Digital First Training” approach, as in-person training remains dominant despite the availability of an electronic platform, limiting scalability, efficiency, measurability, and content updating.</li> <li>• Limited activation of local and international partnerships and lack of their integration into the government training system, particularly for specialized competencies.</li> </ul>
<p>Enhancing trainer professionalism and developing training content.</p>	<p>The government training system still faces gaps in the professionalism of trainers certified according to international standards, which affects the quality, consistency, and ability of training to support institutional readiness. In addition, there is a limited capacity to develop flexible and regularly<sup>3</sup> updated training content that keeps pace with the rapid transformations in government administration, the increasing complexity of the work environment, digital transformation, and the growing use of artificial intelligence.</p>
<p>Limited training allocations and the absence of sustainable financing mechanisms<sup>4</sup>.</p>	<p>One of the fundamental challenges facing the implementation of the competency-based approach and the enhancement of government skills is the lack of sustainable funding. Continuous human resources development requires regular financing to ensure closing skill gaps and implementing targeted, impactful training programs.</p>

<sup>2</sup> The institute accommodates approximately 20,000 trainees annually, which represents about 25% of the government sector, with an average of 6.9 training hours per public sector employee, and 25% of employees are covered by these programs. Additionally, each employee receives roughly one training program every three years.

<sup>3</sup> Keeping pace with the rapid changes in government administration, digital transformation, and artificial intelligence requires updating the training content regularly, approximately every year.

<sup>4</sup> The training allocations in the 2026 budget amounted to approximately 1% of total expenditures.





Challenges and Areas for Improvement	Description
Limited support for government policies and strengthening future readiness	The need to strengthen the current capacity to provide analytical support and develop policies related to public administration, and to enhance the ability of the government to deal with rapid changes, increasing complexity in the public administration environment, and global trends in modern government practice.

## Strategic Directions

The second executive program seeks to bring about a qualitative shift in the management of human resources and government leadership in a way that enhances institutional performance, embeds a culture of achievement and accountability, and empowers leaders and staff to lead change and achieve the objectives of the Public Sector Modernization Roadmap, while ensuring the readiness of the government for future requirements.

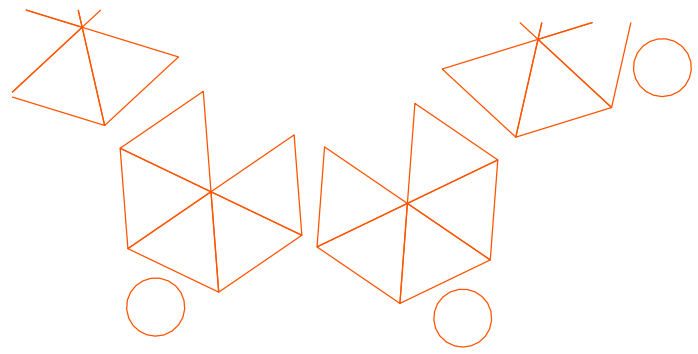
This will be achieved by transitioning the human resources and government leadership component from the stage of building frameworks to the stage of maximizing impact, through an integrated system that addresses implementation gaps and reinforces the effective application of human resources policies. This includes a focus on enhancing the efficiency and flexibility of human resource planning and management and establishing smart recruitment and performance evaluation systems based on merit, transparency, and competitiveness, thereby ensuring fairness and the quality of outcomes.

The program also includes developing the capacities of human resource departments in government entities to enable them to perform their new roles in strategic planning, decentralized recruitment, talent management, performance management, and the redistribution of competencies in line with national needs. This is to be integrated with strengthening the role of the Civil Service and Public Administration Authority in oversight, technical support, and impact measurement, alongside the development of flexible career and professional pathways linking recruitment, development, and promotion, and enhancing fairness and efficiency in human resource management.





This track is complemented by the establishment of an integrated and flexible government learning and training system linked to modernization priorities and impact measurement, capable of scaling, expanding, and achieving cumulative impact to develop future skills competencies. In addition, it aims to enhance leadership readiness and future foresight in support of digital transformation and workforce professionalization, achieving institutional integration and maximizing the impact of human capital.

### Key Desired Outcomes

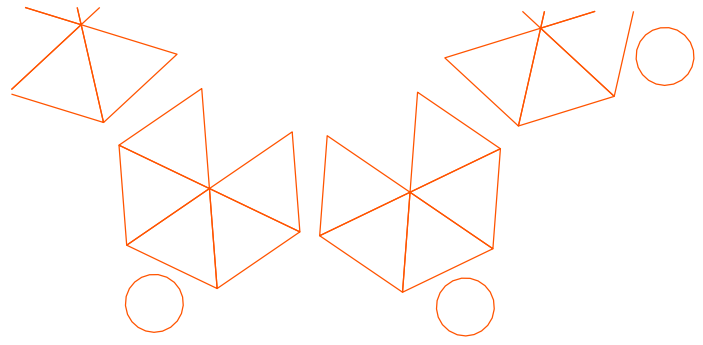




## Strategic Objectives and Indicators

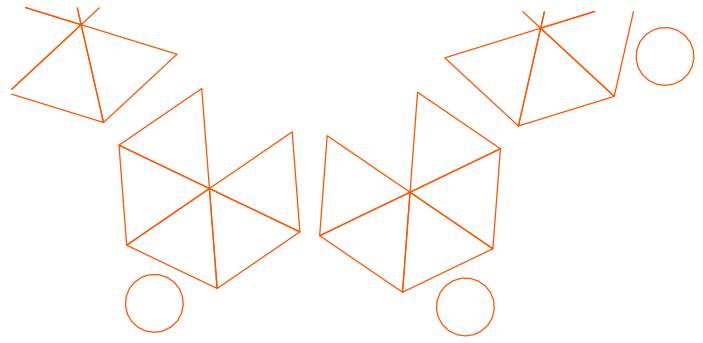
Output	Strategic Objective	Strategic Performance Indicator
 Citizen-centered government	<b>2.1.1</b> Strengthen the government's ability to attract talent based on merit and transparency, while ensuring equal opportunities and inclusive participation	The percentage of public sector employment carried out through open advertisement
 Flexible and future-ready Government	<b>2.2.1</b> Building an integrated national leadership and government system that enhances future readiness and supports decision	The percentage of future readiness of human resources in government institutions The level of competence and effectiveness of government leadership
	<b>2.2.2</b> Building an integrated and flexible government learning and training system to enhance the efficiency of public sector human resources and enable them to meet the requirements of modernization visions and work effectively in the era of artificial intelligence	The percentage of training pathways and programs aligned with modernization priorities The percentage of knowledge acquired by employees as a result of training
 Integrated and efficient Government	<b>2.3.1</b> Enhancing the efficiency and effectiveness of human resource management in the public service and its governance, through managing the employee lifecycle and creating a supportive work environment	The percentage of public employee productivity (at both the overall and departmental levels) The employee job satisfaction rate
	<b>2.3.2</b> Enhancing the efficiency of government human resources	The improvement rate in the performance indicators of human resources units The percentage of human resource needs that have been met in terms of quantity and quality
 Smart and Innovative Government	<b>2.4.1</b> Adopting an integrated and intelligent digital infrastructure for human resource management to support decision-making and bridge gaps in data availability and accessibility	The percentage of government training programs delivered through digital platforms





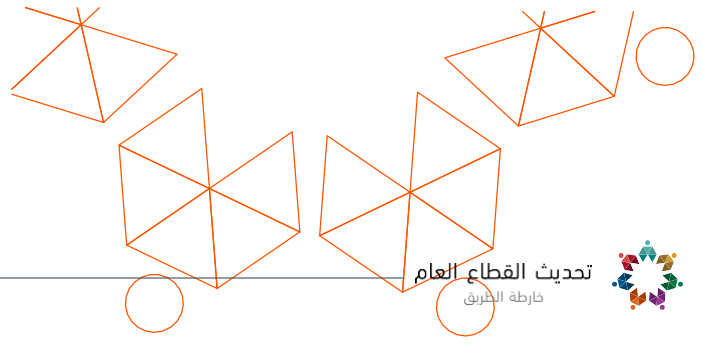
## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
2.1.1 Enhance the government's ability to attract talent based on merit and transparency, while ensuring equal opportunities and inclusive participation	Rapid Response System to meet needs for expertise (Government Experts Cloud and Support Teams)	Service and Public Administration Commission	2026
	Developing the smart recruitment system	Service and Public Administration Commission	2026
	Strengthening institutional capacities in the field of decentralized recruitment and appointment.	Service and Public Administration Commission	2026
2.2.1 Building an integrated national leadership and government system that enhances future readiness and supports decision-making	Standardization and preparation of human resources studies in the public sector.	Service and Public Administration Commission	2026
	Launching the Government Leadership Forum.	Service and Public Administration Commission	2026
	Programs for the development of current and future leadership (Irtiqa and Forsa) and continuous learning	Institute of Public Administration	2026-2029
	Local Leadership Development Program.	Institute of Public Administration	2026-2028
	Development and implementation of an integrated system for managing leadership performance in the public sector.	Service and Public Administration Commission	2026
2.2.2 Building an integrated and flexible government learning and training system to enhance the efficiency of public sector human resources and enable them to meet the requirements	Developing training programs for persons with disabilities to use technology in the workplace	Institute of Public Administration	2027-2028
	Establishment of the Centre of Future Readiness	Service and Public Administration Commission	2028-2029
	Enhancing the readiness of government departments and institutions to perform their new roles in the field of human resources	Service and Public Administration Commission	2026
	Establishment of the Jordanian Academy for Government Administration	Institute of Public Administration	2026
	Development of the digital training platform	Institute of Public Administration	2026-2029



## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
	Developing and implementing a comprehensive training plan for public sector employees based on professional career paths, aligned with modernization objectives	Institute of Public Administration	2026-2029
	Developing capacities in digital transformation and honing future-oriented and innovative skills to keep pace with technological advancements	Institute of Public Administration	2026-2029
	Capacity building and training of municipal employees	Institute of Public Administration	2026-2028
	Training employees of joint units	Institute of Public Administration	2026-2029
	Development and implementation of an impact evaluation system for training programs	Institute of Public Administration	2026-2027
<b>2.3.1</b> Enhancing the efficiency and effectiveness of human resources management in the public service and its governance, through managing the employee lifecycle and creating a supportive work environment.	Strengthening the government competencies system and smart evaluation	Service and Public Administration Commission	2026-2028
	Building a competency framework based on the job requirements of municipalities	Ministry of Local Administration	2027-2028
	Designing the employee journey and career paths in the public sector	Service and Public Administration Commission	2028-2029
	Building an integrated system for managing the diplomatic corps	Ministry of Foreign Affairs and Expatriates	2026-2027
<b>2.3.2</b> Enhancing the efficiency of government human resources planning	Developing a system for optimal utilization of human resources, including rehabilitation and redistribution	Service and Public Administration Commission	2026
	Developing and implementing workplace standards and policies.	Service and Public Administration Commission	2026-2027
	Empowering the Service and Public Administration Commission and strengthening its organizational, regulatory, technical, and departmental support capacities.	Service and Public Administration Commission	2026
<b>2.4.1</b> Building an integrated and smart digital infrastructure for human resources management to support decision-making and bridge the gap in data availability and accessibility.	Smart system for human resources management	Service and Public Administration Commission	2026-2028





## Policies, Legislation and Decision Making



- Government Services and Procedures
- Human Resources and Leadership
- Policies, Legislation and Decision Making**
- Data and Emerging Technologies
- Governance and Regulatory Environment
- Spending Efficiency
- Institutional Culture



Vision: Integrated and flexible policies and legislations that are formulated with participatory and transparent approaches, based on evidence and

The Policies and Legislation Component is considered a fundamental pillar in efforts to modernize the public sector, due to its direct role in improving the quality of governance, enhancing the efficiency of government performance, and strengthening trust between citizens and the government.

This component aims to establish an integrated and flexible system for formulating policies, preparing legislation, and making decisions, based on participation and transparency, relying on evidence and innovation, ensuring alignment with national priorities and its capacity to respond to future requirements.

It focuses on transitioning to a unified institutional system that links policies, legislation, planning, and performance measurement, encourages public participation, and promotes the methodological use of analytical tools and impact assessment to support evidence-based decision-making.

During the period **2022–2025**, this path laid an important foundation for a more efficient system in the formulation of policies and decision-making, while comprehensive evaluation revealed the need for deeper development to ensure integration, sustainability, and enhancement of the quality of expected outcomes.

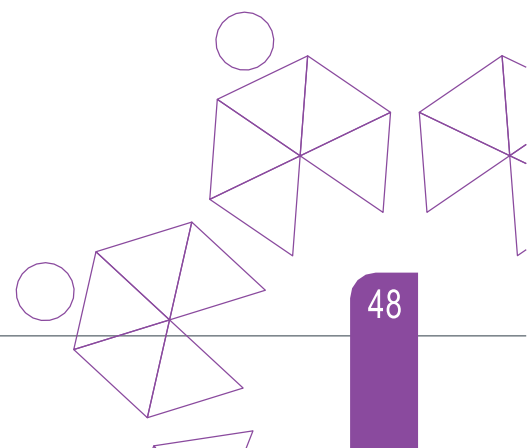
### Key Achievements of the First Executive Program (2022–2025)

During the period 2022–2025, the policy and decision-making system underwent significant development, marked by the establishment of an institutional and regulatory framework supporting good governance and the assessment of the impact of policies and legislation. This progress culminated in the approval of Good Regulatory Practices and Regulatory Impact Assessments No. (16) of 2025, which introduced an institutional approach based on data and evidence to enhance the social and economic impact of legislation and public policies. Achievements also included issuing the necessary instructions and frameworks for implementing the system on the ground and launching the “Tawasul” portal, a national electronic platform for public consultation, which strengthened transparency, participation, and the institutionalization of good governance in decision-making.

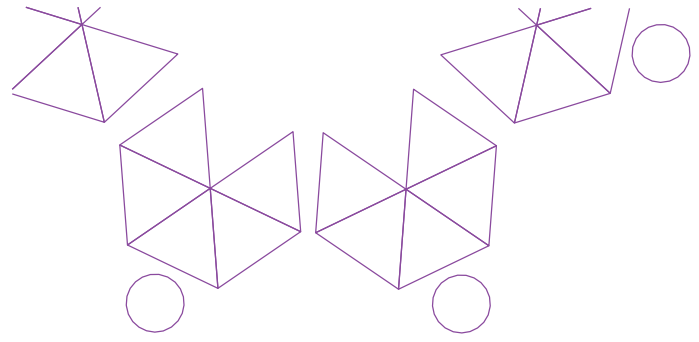




Achievements	Description
Developing and standardizing the tools and methodologies for preparing public policies	Guides, work procedures, and supporting methodologies for preparing public policies have been developed, contributing to improving the quality of analysis and enhancing the consistency of the policy-making process within government institutions
Issuance of the Good Regulatory Practices and the Regulatory Impact Assessment No. (16) of 2025, and Approval of Instructions for Preparing Impact Assessment Studies	Guides, work procedures, and supporting methodologies for preparing public policies have been developed, contributing to improving the quality of analysis and enhancing the consistency of the policy-making process within government institutions.
Launch of the 'Tawasul' Portal for Electronic Public Consultation <a href="http://www.tawasal.gov.jo">www.tawasal.gov.jo</a>	A unified government digital platform has been developed for public consultation and participation on policies and legislation, serving as a national gateway that supports a citizen-centered government approach. The platform allows the publication of draft policies and legislation, as well as impact assessment studies, and provides interactive tools for participation and surveys, while making consultation results and feedback available. This contributes to effectively engaging citizens and stakeholders, ensuring their opinions are reflected in proposed policies, and enhancing transparency, accountability, and trust in public decision-making.
Institutionalizing and activating the Process of Good Regulatory Practices and Regulatory Impact Assessment	<ul style="list-style-type: none"> <li>• Establish specialized units or assign existing units</li> <li>• Implement programs to build government capacities in the field of policymaking and impact evaluation</li> <li>• Establish a unit within the Prime Ministry responsible for supervision and oversight in the field of impact evaluation</li> <li>• Establish a professional community of practice for practitioners working in the field of impact evaluation</li> <li>• Begin implementing the system starting from September 2025 (09/2025)</li> </ul>
Preparing legislations that support modernization visions	Develop and update a set of legislations that support economic, administrative, and political modernization programs







## Key challenges and areas for improvement

### Evidence-based policymaking and decision-making

Despite the achievements made under the first executive program—particularly in laying the foundations for the good regulatory practices and activating tools such as regulatory impact assessment and consultation—the process of policymaking and government decision-making continues to face challenges that limit its effectiveness. Chief among these is the limited activation of an integrated national framework for policymaking, as reliance persists on fragmented tools without institutionalizing a comprehensive system that covers the entire policy cycle, in a way that ensures coherence and strengthens governance and accountability.

In addition, the regulatory impact assessment system suffers from limited institutional readiness, whether in terms of the availability of capacities, expertise, and data, as well as limited digitalization and the systematic use of digital analytical tools, or the limited effectiveness of consultation processes.

Challenges and areas for Improvement	Description
Limited activation of the national framework for the policymaking process	The next phase requires a shift from focusing on partial tools in policymaking—such as impact assessment and external consultation—toward institutionalizing an integrated national system for policymaking and government decision-making that covers the entire policy cycle, from priority setting to implementation and evaluation. This shift will contribute to enhancing the coherence of public policies and government decisions, reducing duplication and overlap, and improving the quality, efficiency, and effectiveness of decisions. It will also help clarify roles and responsibilities between government entities and the centre of government and strengthen institutional governance and accountability.
Limited institutional readiness in the field of regulatory impact assessment	Despite the achievements made in the areas of good regulation and impact assessment, the next phase requires strengthening institutional readiness to firmly embed impact assessment as an effective tool in government decision-making. This should be achieved through an integrated package of interventions, including continued efforts to: <ul style="list-style-type: none"> <li>• Build individual capacities to conduct high-quality impact assessment studies by developing specialized accreditation and training pathways and professionalizing practitioners in this field.</li> <li>• Empower government leaders to adopt impact assessment and encourage its use in decision-making.</li> <li>• Develop flexible and responsive mechanisms to provide specialized expertise when needed, in line with the nature and complexity of the policies under review.</li> <li>• Strengthen data systems and sectoral indicators in terms of availability, sustainability, and quality, enabling the preparation of accurate and reliable impact assessment studies.</li> <li>• Strengthening institutional partnerships with research and information centres that enable the provision of knowledge-based support, data, and exploratory studies</li> </ul>

<sup>1</sup> Smart Regulation (RegTech): The use of digital technologies, data analytics, and artificial intelligence to enable government and regulatory authorities to monitor compliance with legislation in real-time and proactively, and to analyze risks and patterns of non-compliance, thereby supporting effective oversight and data-driven decision-making.

<sup>2</sup> Touchless Compliance (Automatic Compliance): Enabling the user to comply with the law automatically by directly linking legal rules to operational systems, so that an action is executed only if it complies with the applicable legal requirements, without the need for human intervention or subsequent review.





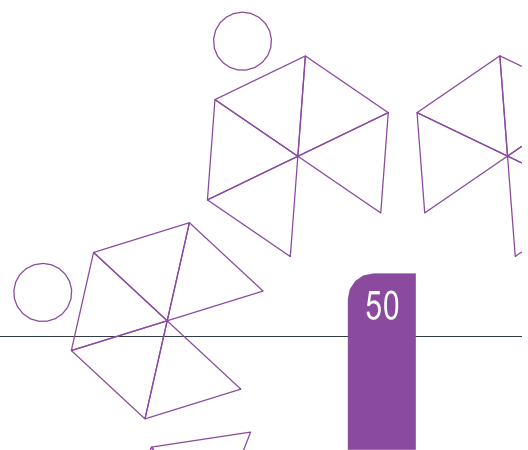
Challenges and areas for Improvement	Description
Enhancing the effectiveness of internal consultation and public participation in decision-making	<p>Despite the launch of the unified national platform for public participation, “Tawasul,” there remains a need to encourage its use and to expand tools that effectively enable citizen and stakeholder engagement, ensuring that feedback has a real impact on the development of policies and legislation.</p> <p>In parallel, it is necessary to establish an institutional and binding framework for early and systematic internal consultation among relevant government entities, particularly for joint policies, in a way that ensures policy coherence and integration, strengthens their institutional adoption, and supports integrated government action.</p>

## Legislation

Jordan possesses a strong legislative heritage, reflected in its foundational role in building the state institutions, upholding the rule of law, regulating various sectors, supporting development pathways, and strengthening confidence in the legal framework of the state.

However, this legislative system—accumulated over long periods and shaped by the contexts in which it developed—faces increasing challenges in light of the rapid transformations occurring globally. It still largely relies on traditional methods in its preparation and administration, which limits the ability to manage it efficiently and increases the likelihood of errors, conflicts, or interference in the texts. Additionally, there are delays and ambiguities in legal consultations, difficulties in ensuring legal compliance, and higher costs imposed on citizens and the business environment.

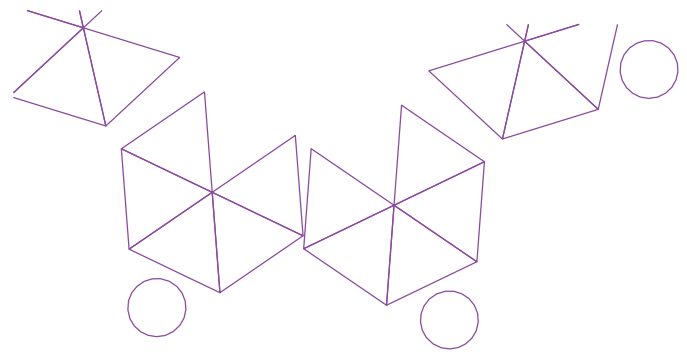
Government entities also face challenges in drafting new legislation that is consistent with the existing framework, alongside limited accessibility and understanding of legislation by citizens, and the absence of modern tools supporting digital transformation and the application of emerging technologies and artificial intelligence in legislative management. This results in continued reliance on legislation as a traditional regulatory tool rather than as an enabling and incentivizing mechanism, limiting its capacity to support economic competitiveness and strengthen citizens’ trust in the effectiveness of the state.





Challenges and areas for Improvement	Description
Traditional methods in the preparation and management of legislation	<p>Government entities face the challenge of relying on traditional methods in the preparation and management of legislation. This increases the likelihood of several issues, most notably:</p> <ul style="list-style-type: none"><li>• Difficulty in verifying legal compliance: The overlap and conflicts among legislative texts, combined with the lack of digital tools for managing legislation, make it difficult to manually track, analyze, and ensure the consistency and integration of laws. This increases the likelihood of errors and gaps in legal compliance.</li><li>• Slow and inconsistent legal consultations: Reliance on traditional procedures and multiple sources of interpretation leads to delays in issuing legal opinions and inconsistencies in their content, which slows decision-making and reduces interpretive coherence.</li><li>• Difficulty in tracking the completeness of the legislative framework: Monitoring the full set of regulations and instructions necessary for implementing laws is challenging.</li><li>• Difficulty in drafting new legislation aligned with the existing legislative system: Entities face challenges in preparing new legislation that is consistent with the existing framework, as well as in determining its impact on other laws and the adjustments or harmonization required.</li></ul>
Difficulty in verifying legal compliance	<p>This challenge is reflected in the limited ability of government departments to systematically (and in a timely manner) verify whether decisions and procedures comply with the applicable legislation, due to the multiplicity of legal texts and the absence of effective technological mechanisms. This affects the level of compliance, increases legal risks, and leads to inconsistent implementation.</p> <p>This challenge can be addressed by developing an integrated technological system (RegTech)<sup>1</sup> for early compliance verification, which relies on Smart regulation solutions to facilitate monitoring and application and automatic compliance (Touchless Compliance)<sup>2</sup> which reduces compliance gaps, lowers compliance costs, and enhances the reliability of government decisions.</p>
Limited legislative innovation and the ability to test laws before their general implementation	<p>The legislative system faces a challenge reflected in the limited ability to test new policies and legislation before their adoption, especially in rapidly evolving sectors. This increases the risk of misalignment, the need for subsequent amendments, and limits innovation.</p> <p>It can be addressed by providing a safe legal experimental environment that allows for testing policies and legislation and assessing their impact before general implementation. This approach enhances the flexibility of the legislative system and supports innovation while safeguarding the public interest.</p>



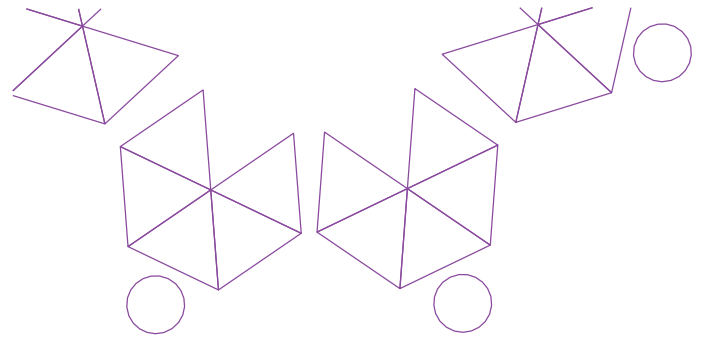


## Comprehensive Strategic Planning and Government Performance Management.

The Hashemite Kingdom of Jordan launched its National Comprehensive Modernization Project for the years 2022–2033, which included a vision for economic modernization and a roadmap for public sector reform. These were translated into executive programs supported by a monitoring and evaluation system, encompassing the activation of the Government Achievement Unit and the Management and Implementation Unit of the Public Sector Modernization Program.

Despite this institutional progress, the process of institutionalized comprehensive strategic planning and government performance management still faces fundamental challenges at the level of governmental departments and institutions. These challenges include the absence of some sectoral plans aligned with national goals and indicators, weak linkage and consistency between institutional strategic plans and national priorities, the lack of a standardized framework for preparing strategic plans, and the impact of leadership and government changes. Additionally, there is a weak digital infrastructure supporting planning and monitoring and linking it to institutional and individual performance, which limits the effectiveness of results-based monitoring and accountability, and affects the government's ability to direct efforts in an integrated manner toward achieving national objectives.

Challenges and areas for Improvement	Description
Limited activation of the strategic planning and government performance management system	<p>The need to institutionalize strategic planning and government performance management has become evident, as the absence of such institutionalization leads to fragmented efforts, weak coordination, and difficulty in measuring impact in achieving shared national priorities. Consequently, a number of challenges have emerged, including:</p> <ul style="list-style-type: none"> <li>• The absence of some sectoral plans derived from national goals and indicators.</li> <li>• Weak linkage and alignment between institutional plans and national priorities. This challenge is reflected in the lack of systematic cascading of institutional goals and indicators from national goals and indicators.</li> <li>• The absence of a unified framework for preparing strategic plans, resulting in significant differences among departments' strategic plans in terms of structure, content, and level of detail, which limits their comparability, analysis, and effective monitoring.</li> <li>• Differences in the validity periods and implementation timelines of strategic plans across departments, particularly those jointly contributing to the achievement of the same national objectives, which weakens follow-up and limits the ability to measure progress toward national goals.</li> </ul>
Weak digital infrastructure supporting planning and monitoring within institutions and linking them to institutional and individual performance	<p>This challenge is reflected in the limited availability of integrated digital systems within government institutions that systematically support planning and monitoring, and link goals, plans, and projects on the one hand with institutional and individual performance on the other. This results in weak tracking of progress, limited use of performance data in evaluation and accountability, and difficulty in measuring the contribution of individuals and units to the achievement of strategic objectives</p>



## Strategic Directions

The second executive program (2026–2029) is based on the conviction that the development of policies and legislation is no longer limited to the issuance of tools and legal texts alone; rather, it requires building an integrated system that links policy design, legislative drafting, and decision-making. Accordingly, the program seeks to unify the national approach to policy and legislative development, institutionalize strategic planning, and link institutional-level goals and indicators to national and sectoral priorities, while activating the measurement of government performance.

The program also focuses on entrenching a culture of evidence-based decision-making through the development of a supportive national data ecosystem, the systematic activation of impact assessment, and the use of modern technologies—including artificial intelligence and predictive analytics—to enhance the quality of analysis, anticipate risks and opportunities, and support more accurate and effective decision-making.

In addition, the program aims to strengthen public participation and structured internal consultation in a manner that ensures the effective and transparent engagement of citizens and stakeholders. This is to be accompanied by the development of institutional and human capacities, as well as the provision of supportive structures and tools for decision-making, such as evidence and innovation labs.





With regard to legislation, the strategic direction centres on building a modern, intelligent legislative system that is digitally managed across the entire legislative life cycle, supports smart oversight and compliance, and enables safe legislative experimentation prior to full implementation. This direction is expected to result in more precise, flexible, and proactive legislation that is developed and updated in shorter timeframes and with lower compliance costs, thereby enhancing the efficiency of government performance, strengthening trust in the effectiveness of legal implementation, and supporting administrative and economic modernization pathways in alignment with the outcomes of public sector modernization.

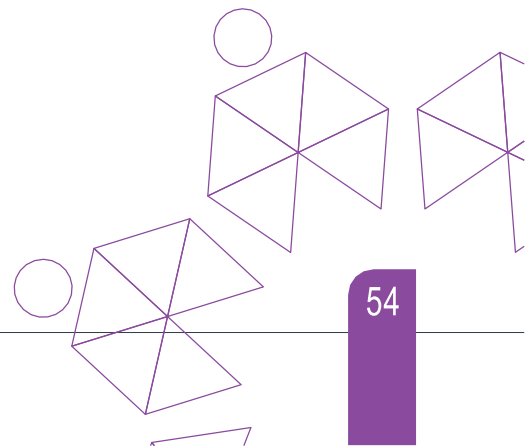
## Key Desired Outcomes

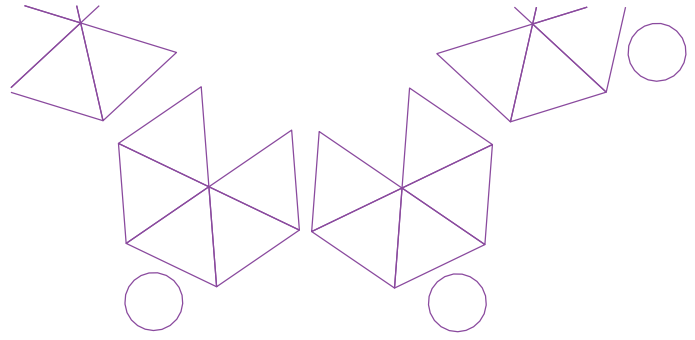




## Strategic Objectives and Indicators

Output	Strategic Objective	Strategic Performance Indicator
 <p><b>Citizen-centered government</b></p>	<p><b>3.1.1</b> Establishing a participatory approach in policy and legislation development and decision-making ensures meeting citizens' needs and strengthens trust.</p>	<p>The proportion of policies and legislations submitted for public consultation</p>
 <p><b>Flexible and future-ready Government</b></p>	<p><b>3.2.1</b> Developing a policy and legislation planning system that is flexible, proactive, and interactive, based on impact assessment and evidence</p>	<p>The percentage of government policies and legislation that have undergone impact assessment studies</p>
	<p><b>3.2.2</b> Building an integrated system for government performance management, based on results-oriented management and capacity development</p>	<p>The percentage of government entities implementing the performance management system according to the approved methodology.</p>
 <p><b>Integrated and efficient Government</b></p>	<p><b>3.3.1</b> Integration and efficiency of the decision-making system, and the formulation of policies and legislation in alignment with priorities</p>	<p>Legislation Quality Index</p>
 <p><b>Smart and Innovative Government</b></p>	<p><b>3.4.1</b> Transition towards a smart digital system of policies and legislation that enhances compliance and supports innovation</p>	<p>Digital Transformation Maturity Index for Legislation and Policies</p>





## List of Projects

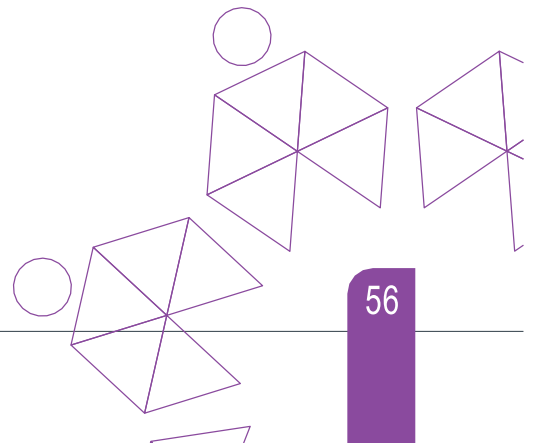
Strategic Objective	Name of Project	Responsible Body	Implementation Years
3.1.1 Establishing a participatory approach in policy and legislation development and decision-making ensures meeting citizens' needs and strengthens trust.	Building the ecosystem for policy impact assessment	Regulatory Impact Assessment Unit-Prime Ministry	2026-2029
	Development of a smart recruitment system	Integrity and Anti-Corruption Commission	2026-2029
	Enhancing the organizational capabilities in the field of decentralized recruitment and hiring.	Ministry of Planning and International Collaboration	2026-2029
3.2.1 Developing a policy and legislation planning system that is flexible, proactive, and interactive, based on impact assessment and evidence	Developing a general framework for governing comprehensive strategic planning in the public sector	Ministry of Planning and International Collaboration	2026-2029
	Developing a decision-making framework for leadership positions	Service and Public Administration Commission	2026-2029
	Public Sector Policy Innovation Center	Regulatory Impact Assessment Unit-Prime Ministry	2026-2029
	Implementation of the Institutional Capacity Development Program in Strategic Planning (Phase Two)	Ministry of Planning and International	2026-2029
	Developing institutional capacities for impact assessment	Regulatory Impact Assessment Unit-Prime Ministry	2026-2029
3.2.2 Building an integrated system for government performance management, based on results-oriented management and capacity development	Developing a system for monitoring government performance	Service and Public Administration Commission	2026-2029
3.3.1 Integration and efficiency of the decision-making system, and the formulation of policies and legislation in alignment with priorities	Developing evidence- and research-based public service and administration policies.	Service and Public Administration Commission	2026-2029





## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
3.4.1 Transition towards a smart digital system of policies and legislation that enhances compliance and supports innovation	Developing the digital system for legislation and compliance (Policy Ops and Reg Tech).	Legislation and opinion Bureau	2026-2029
	Supporting the innovation system	Ministry of Digital Economy and Entrepreneurship	2026-2029
	Developing an intelligent system for assessing the impact of policies and legislation	Regulatory Impact Assessment Unit-Prime Ministry	2026-2029
		Integrity and Anti-Corruption Commission	2026-2029





## Data and Emerging Technologies



Number of Strategic Objectives

04



Number of Projects

16



Indicative Cost

20.7 million Jordanian Dinars



Government Services and Procedures



Human Resources and Leadership



Policies, Legislation and Decision Making



Data and Emerging Technologies



Governance and Regulatory Environment



Spending Efficiency



Institutional Culture





**Vision:** A leading public sector capable of adopting emerging technologies and leveraging government data in advanced ways to enhance citizen services and meet current and future institutional needs.

The Data and Emerging Technologies component, including artificial intelligence, aims to enhance the efficiency of public administration and strengthen its capabilities by providing data and deploying the necessary technologies to improve the quality of public policies and government services, reinforce evidence-based decision-making, optimize the use of resources, and ensure the future readiness of the public sector.

In light of the rapid global acceleration in digital transformation and the adoption of emerging technologies in public administration, this component was included in the second executive program as a key enabler and a pathway for modernization. It builds on prior foundational efforts that included the implementation of digital initiatives across a number of government entities, the establishment of specialized data management units within certain ministries, the development of system integration foundations across government systems, and the introduction of limited uses of artificial intelligence and advanced analytics in monitoring and service delivery. The government<sup>1</sup> has also begun assessing data maturity at the ministerial level in accordance with comprehensive and clearly defined standards, as illustrated in the figure below.

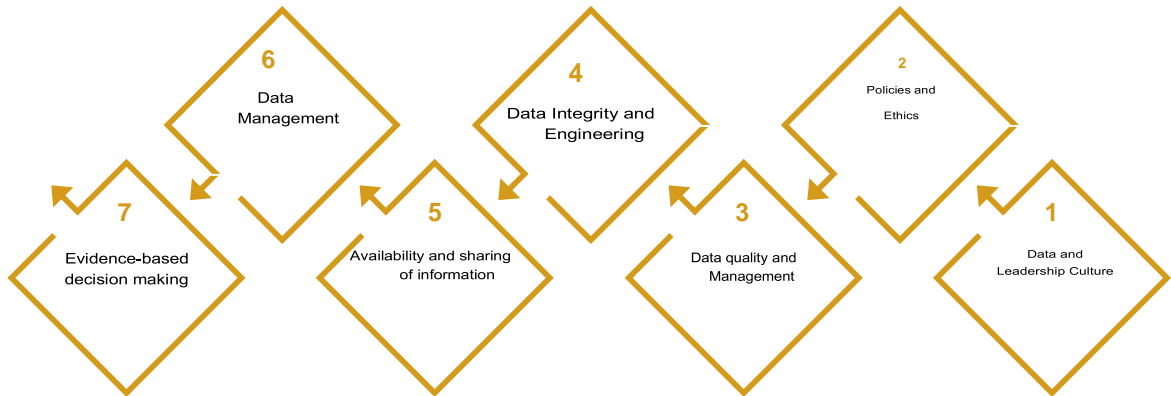
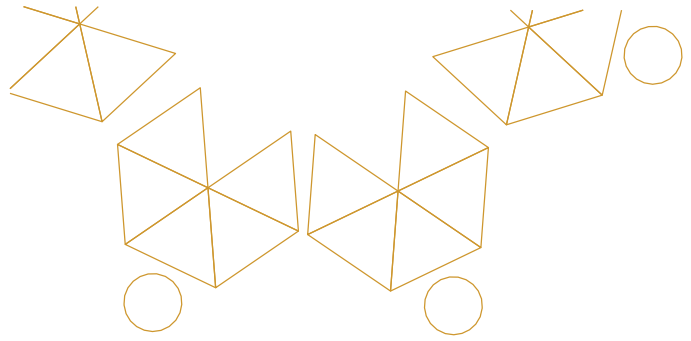


Figure (1.2): Data Maturity Assessment Criteria

<sup>1</sup> The Digital Transformation Unit at the Prime Minister's Office conducts data maturity assessments and measures the readiness of government entities to systematically build, manage, and use data in support of planning and decision-making, and to improve institutional performance.



## Key challenges and areas for improvement

The results of the assessment in the area of data and emerging technologies revealed a set of challenges facing data collection mechanisms, as well as the management, classification, validation, and quality assurance of data. The overall level of maturity in data collection and management indicates that institutions are still at the basic stage (Level 2)<sup>2</sup>, reflecting the presence of preliminary practices that are not comprehensive at the government-wide level, with institutions operating largely in isolation.

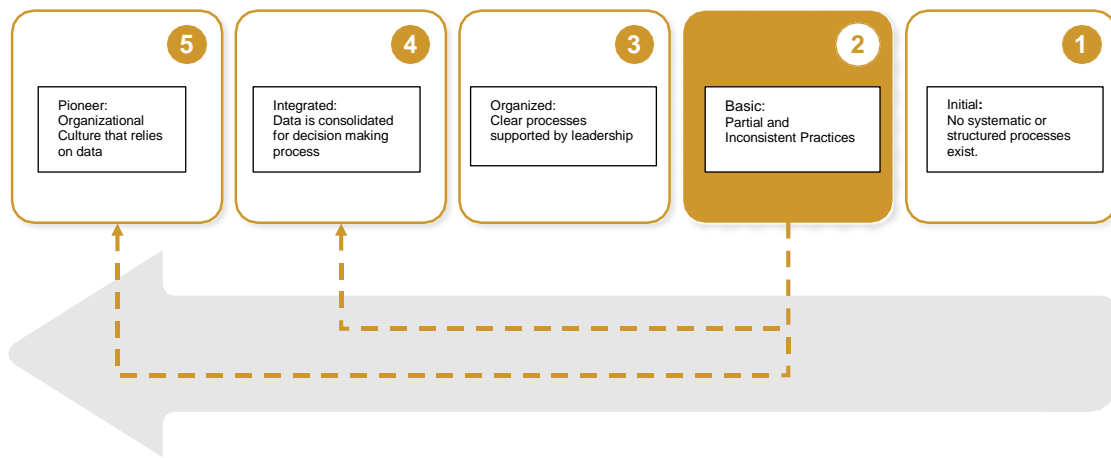


Figure (1-3): Data Governance Framework

Regarding the readiness of government departments in data management to support the evaluation of organizational impact, the overall percentage of ready government departments reached 59%<sup>3</sup>, reflecting that these departments fall within the medium performance range in institutional data management, especially in terms of reliability and accessibility.

The second executive program aims to focus on addressing these challenges and improving areas listed in the table below, through a comprehensive package of projects and initiatives that enhance institutional readiness, support effective and sustainable implementation, and enable departments to achieve the expected impact during the roadmap period.

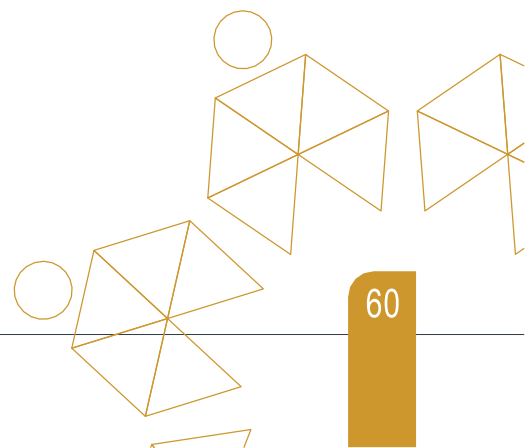
<sup>2</sup> Analytical reports prepared by the Digital Transformation Unit at the Prime Minister's Office.

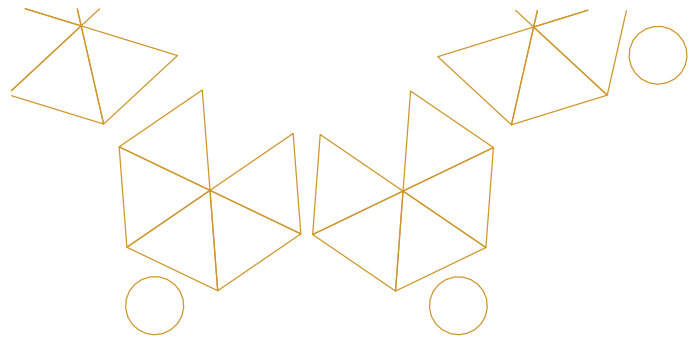
<sup>3</sup> Institutional readiness reports in data management to support the evaluation of organizational impact – Economic and Social Council.





Challenges and areas for Improvement	Description
<p>Limited implementation of a unified data management methodology, including data collection, classification, storage, and quality levels.</p>	<ul style="list-style-type: none"> <li>• Variation in data collection practices among institutions, as well as in updating and documenting changes, which negatively affects data accuracy, availability speed, completeness, timeliness, and reliability.</li> <li>• Irregular feeding of databases with updated data, limiting their ability to support analysis and decision-making.</li> <li>• Absence of unified mechanisms for data classification and storage, and variation in database structures, which hinders data sharing between government entities.</li> <li>• Need to implement unified national standards for data governance, including defining roles and responsibilities, and ensuring sustainable data collection and management throughout its lifecycle.</li> </ul>
<p>Institutional readiness to adopt emerging technologies</p>	<ul style="list-style-type: none"> <li>• Limited readiness of current electronic systems to extract indicators and perform advanced analyses, reducing the actual benefit from artificial intelligence (AI) applications and emerging technologies.</li> <li>• Limited use of AI in improving government procedures and processes, with its application mostly confined to pilot or low-impact areas.</li> <li>• Weak institutional data culture and change management accompanying AI adoption, which limits the use of data as an input for planning and decision-making, keeping it primarily for operational use.</li> <li>• Shortage of specialized competencies in data and AI, especially at the leadership and decision-making levels, hindering the transition from pilot initiatives to institutional implementation.</li> <li>• Although data units have been established in departments, these units require empowerment to effectively collect and manage data.</li> <li>• Absence or limited presence of specialized teams for data and AI applications within the general administration.</li> </ul>





### Strategic Directions

The second executive program is oriented toward building an integrated national ecosystem for data and emerging technologies, based on unified governance for managing data across its entire lifecycle. This includes data collection, classification, storage, and quality assurance, ensuring the availability of reliable and timely data to support planning and evidence-based decision-making.

This direction is grounded in the adoption of unified national data standards that ensure the sustainability of data collection, the harmonization of data management mechanisms, and the application of systematic practices for documenting changes to data. This goes hand in hand with empowering data units within government entities, assigning permanent secretaries the role of executive data owners, building specialized capabilities in advanced analytics and artificial intelligence, and entrenching a culture of data quality, documentation, and continuous auditing.

The program also enables a transition toward a comprehensive national framework for the use of artificial intelligence and emerging technologies in government administration. This framework is based on the Whole-of-Government Life Cycle methodology, covering the entire government value chain, and strengthening integration, interconnectivity, and policy coherence across services and operations within a unified operating ecosystem.

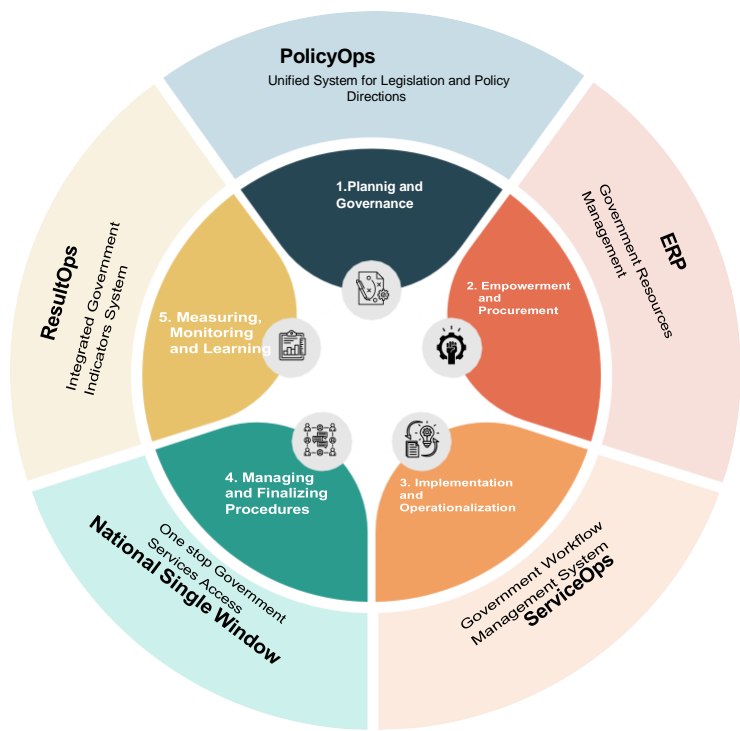


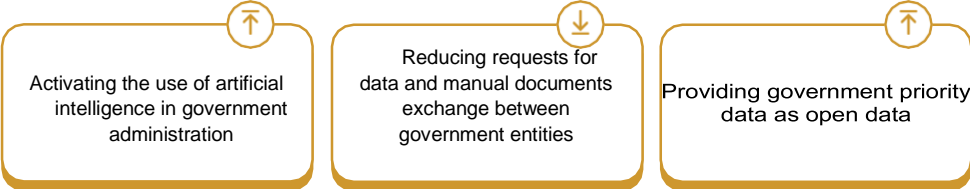
Figure (1.4) Integrated Government Approach



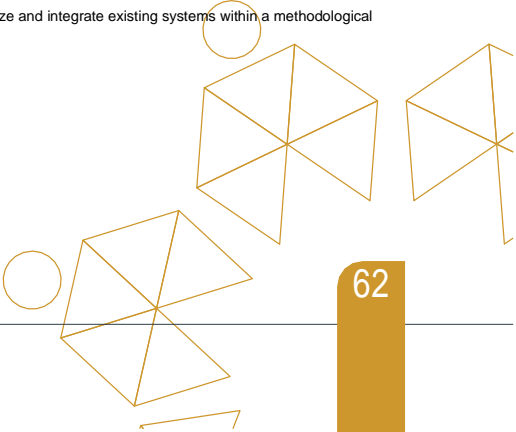


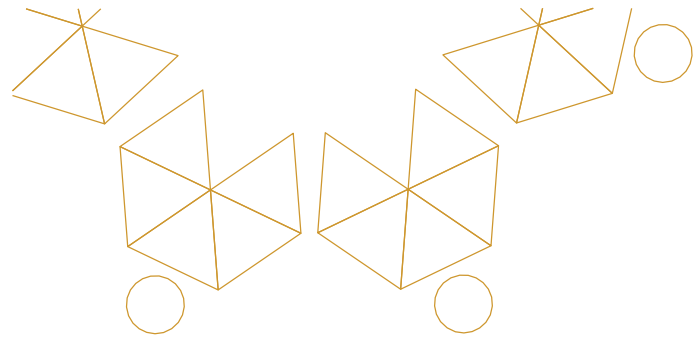
This framework constitutes a comprehensive, high-level platform supporting the second executive program. It contributes to the development of smart, integrated digital government services, simplifies procedures, and provides shared services through a single entity. Additionally, it supports the development of policies and legislation, data-driven decision-making, and the building of institutional and human capacities, achieving a more efficient, intelligent, and sustainable digital transformation. This is accomplished through five interrelated systems that cover all stages of government work<sup>4</sup>.

### Key Desired Outcomes







<sup>4</sup> It is worth noting that the reference to these systems within the framework does not necessarily imply the creation of new systems. Rather, it aims to organize and integrate existing systems within a methodological framework

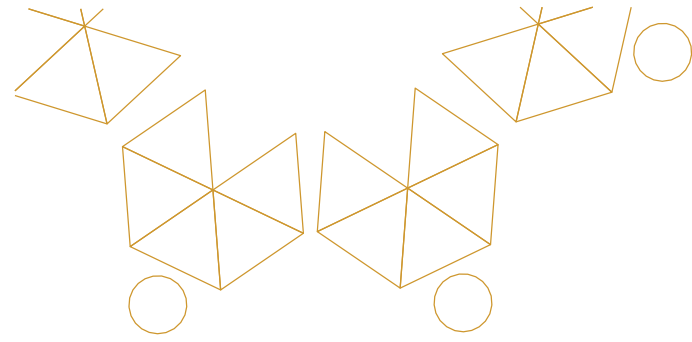




## Strategic Objectives and Indicators

Output	Strategic Objective	Strategic Performance Indicator
 <b>Citizen-centered government</b>	<b>4.1.1</b> Enhancing access to open government data and ensuring transparency by standardizing the data architecture and governance, supporting citizen engagement, and enabling accountability and participation in decision-making.	Number of open government data sets published on the open government data portal
 <b>Flexible and future-ready Government</b>	<b>4.2.1</b> Enabling the government to adapt quickly and plan proactively by building advanced capabilities in data management and emerging technologies.	The readiness level of government entities to manage data and adopt emerging technologies.
 <b>Integrated and efficient Government</b>	<b>4.3.1</b> Enhancing integration among government entities through a unified and secure digital infrastructure that enables high-efficiency data exchange and improves the operational performance of government services.	The percentage of electronic connectivity between government departments
 <b>Smart and Innovative Government</b>	<b>4.4.1</b> Accelerating digital transformation and harnessing advanced technologies and artificial intelligence to deliver innovative, agile, and sustainable government services and solutions that effectively meet citizens' needs.	The number of cases using artificial intelligence and emerging technologies in managing services or supporting decision-making



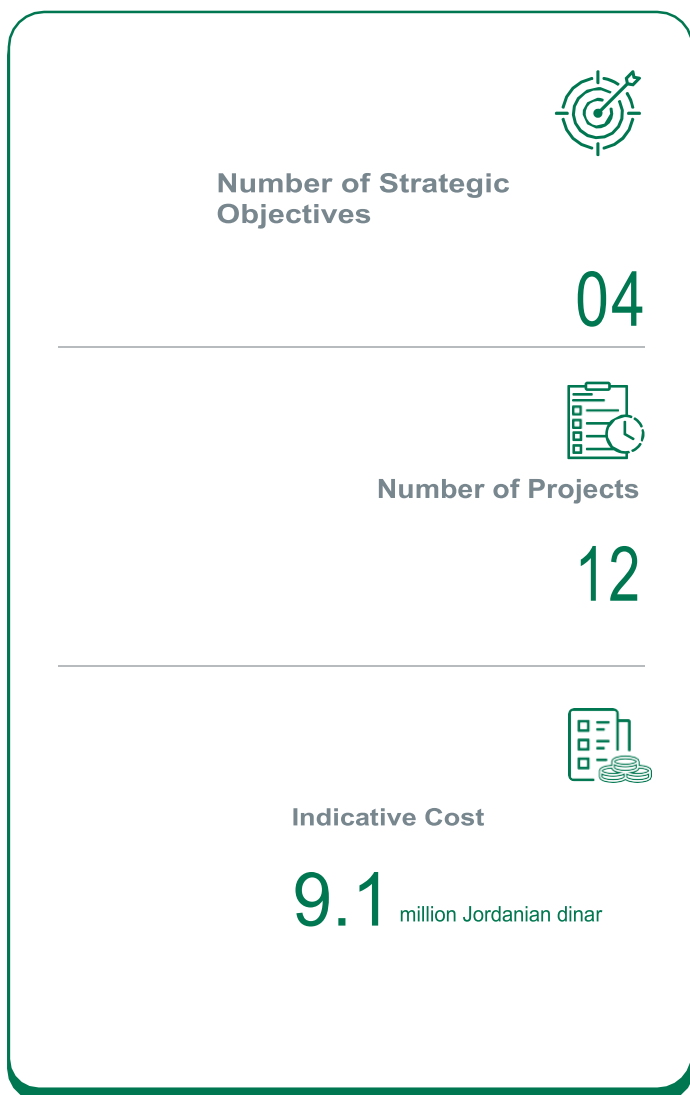


## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
4.1.1 Enhancing access to open government data and ensuring transparency by standardizing the data architecture and governance, supporting citizen engagement, and enabling accountability and participation in decision-making.	Data collection and assessment of government entities	Digital Transformation Unit-Prime	2026-2028
	Updating and sustaining the open government data portal	Ministry of Digital Economy and Entrepreneurship	2026-2029
	Expansion and awareness raising of the National Integration Portal (Jordan as a Platform)	Ministry of Digital Economy and Entrepreneurship	2027
	Development of the unified electronic participation portal "Tawasul"	Ministry of Digital Economy and Entrepreneurship	2027-2029
	Development of the national integrity observatory	Integrity and Anti-Corruption Commission	2026
4.2.1 Enabling the government to adapt quickly and plan proactively by building advanced capabilities in data management and emerging technologies.	Development of the national framework for digital transformation standards	Digital Transformation Unit-Prime Ministry	2026
	Data governance and management	Ministry of Digital Economy and Entrepreneurship	2026-2028
	Development of the digital evidence lab	Integrity and Anti-Corruption Commission	2026-2028
	Raising government employees of artificial intelligence and the importance of data	Ministry of Digital Economy and Entrepreneurship	2026-2027
4.3.1 Enhancing integration among government entities through a unified and secure digital infrastructure that enables high-efficiency data exchange and improves the operational performance of government services.	Establishment of the national knowledge hub (Knowledge Hub)	Service and Public Administration Commission	2027-2029
	Digital systems integration and interoperability framework (Interoperability)	Ministry of Digital Economy and Entrepreneurship	2026-2027
4.4.1 Accelerating digital transformation and harnessing advanced technologies and artificial intelligence to deliver innovative, agile, and sustainable government services and solutions that effectively meet citizens' needs.	Establishment of an artificial intelligence center (AI Hub)	Ministry of Digital Economy and Entrepreneurship	2027-2028
	Developing accreditation and governance frameworks for artificial intelligence applications	Ministry of Digital Economy and Entrepreneurship	2026-2027
	Development of artificial intelligence agents (AI Agents)	Ministry of Digital Economy and Entrepreneurship	2026-2028
	Digital transformation programs for municipalities	Ministry of Local Administration	2026 -2029
	Digitalization of the financial and administrative system in municipalities and joint services councils.	Ministry of Local Administration	2026 - 2029



## Governance and Regulatory Environment



- Government Services and Procedures
- Human Resources and Leadership
- Policies, Legislation and Decision Making
- Data and Emerging Technologies
- Governance and Regulatory Environment**
- Spending Efficiency
- Institutional Culture





**Vision:** A comprehensive and flexible institutional governance and regulatory environment based on integration and transparency, built on coordination and information sharing

The Governance and Regulatory Environment Component aims to establish a comprehensive and flexible institutional governance system. It seeks to clarify roles and responsibilities, enhance integration and coordination among government departments, and provide a regulatory environment that supports data-driven decision-making. This component serves as a foundation to ensure policy coherence, implementation efficiency, and the allocation of resources according to clear national priorities, enabling the government to operate as a unified system where responsibilities are shared and roles are integrated.

## Achievements of the First Executive Program

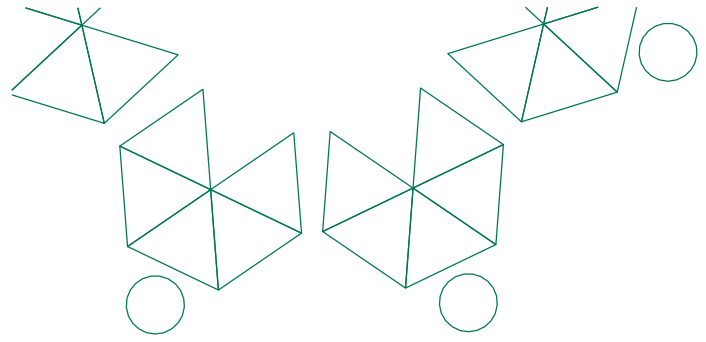
During the first executive program (2022–2025), this component achieved a set of initiatives that contributed to enhancing governance and clarifying roles within the public sector. Work was carried out to redesign organizational structures for key government departments, thereby raising the level of institutional efficiency. Additionally, priority government sector structures were gradually established with the aim of improving integration and coordination within individual sectors.

Furthermore, regulatory tools and procedures were developed to unify practices within government departments, clarify work procedures, and define responsibilities. This positively impacted internal coordination and the effectiveness of implementation. These efforts contributed to strengthening institutional coherence and transitioning to more structured working methods, forming a foundational base upon which a more comprehensive and integrated governance system can be developed in the next phase.

### Achievements

- 01** The redesign of several organizational structures in key government entities enhanced role clarity and strengthened institutional efficiency
- 02** The continued restructuring of critical government sectors, including the education sector, contributed to the unification of institutional references and enhanced sectoral coherence
- 03** The preparation and development of unified organizational manuals and procedures contributed to clarifying work processes, defining roles and responsibilities, and enhancing the level of coordination and integration among government entities.





## Key Challenges and Areas for Improvement

The assessment of the organizational structure and governance component revealed the presence of ongoing implementation challenges that continue to limit the achievement of the desired impact on government performance, particularly with regard to the ability of entities to realize an integrated national governance framework. Some authorities and mandates remain overlapping, and the operating models of shared standardized units vary across government entities.

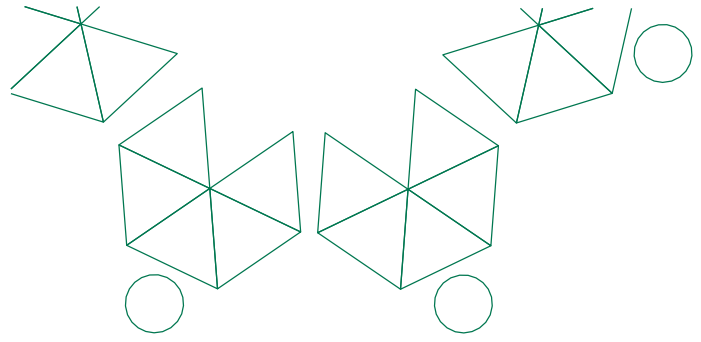
Building on what has been achieved, the second executive program focuses on addressing these challenges and the areas for improvement outlined in the table below, through an integrated package of initiatives that enhance institutional readiness, support the effective and sustainable implementation of policies and enable government entities to achieve the expected impact over the roadmap period.

Challenges and areas for Improvement	Description
Complexity of the government organizational structure and overlap of roles and authorities	<p>The government is characterized by a complex organizational structure, comprising approximately 97 government entities operating under 13 institutional models, with clear disparities in roles, responsibilities, and governance relationships—even among entities classified within the same institutional model.</p> <p>The overlap and intersection of roles and authorities among ministries and government entities, along with the absence of effective institutional partnership and coordination, lead to slow decision-making, delayed coordination, and weak policy coherence. This, in turn, results in duplication and redundancy of responsibilities and procedures without added value, increasing the cost of government administration, reducing productivity, and causing duplication of investment in infrastructure and services—contrary to the principles of good governance and the optimal use of public resources</p>
Limited effectiveness of coordination and institutional collaboration within the government	<p>Institutional coordination between government entities with overlapping responsibilities is weak, as each entity operates independently, using different communication tools, approval processes, and reporting mechanisms that are not interconnected. This uncoordinated multiplicity of tools leads to repeated requests, conflicting procedures, and prolonged transaction times, undermining the efficiency of institutional collaboration and limiting the speed and quality of government decision-making.</p> <p>Additionally, the multiplicity of service authorities confuses citizens, businesses, and investors, negatively affecting the ease of access to services, service availability, and user satisfaction due to the extra effort and time required to obtain them</p>





Challenges and areas for Improvement	Description
Limitations of a governance framework for sector management	<p>The government faces a challenge stemming from the absence of a clear, standardized governance framework that defines the system of oversight and accountability and ensures institutional separation between sectoral policy-making (setting objectives and indicators) and the roles of regulation, supervision, implementation, and operation.</p> <p>In practice, some ministries in key service sectors, such as Education and Health, simultaneously undertake policy-making, sector regulation, and service delivery. This overlap in roles creates potential conflicts of authority, weakens the effectiveness of oversight and accountability, and reduces sector management efficiency and the achievement of targeted outcomes.</p>
Differences in the regulatory environment and operational models of shared standardized units	<p>The operational models and organizational structures of shared standardized units differ across government entities, limiting the ability to work consistently and affecting implementation efficiency. This necessitates a shift toward more unified and flexible operational models that enhance governance and facilitate coordination across different levels.</p> <p>The roles and tools of support units—such as Human Resources, Communications, and Information Technology—vary between entities, reducing overall performance efficiency. There is a clear need to standardize and develop these models to provide more effective and efficient institutional support.</p>
Limited expansion of shared services	<p>Many operational processes are still managed separately within each government entity, leading to higher operational costs and increased duplication of work. This highlights the importance of expanding the implementation of shared operational services and optimizing their operation to enhance efficiency and ensure the optimal use of government resources.</p> <p>Shared services are an operational model in which a single entity or a centralized government centre provides a set of supporting and auxiliary (non-core) services to multiple ministries and institutions, instead of each entity delivering them independently.</p>
Governance of the local administration system	<p>Institutional and operational linkage between municipalities and local administration remains limited in some aspects, due to differences in the operational models and structures of municipalities across their various categories. This calls for the development of a unified system that enhances integration between the central and local levels, improves the efficiency of procedure implementation, enhances service quality, and strengthens institutional consistency at the national</p>



## Strategic Objectives

The program aims to streamline the organizational structure of the government and clarify roles and authorities, thereby reducing overlap and duplication, enhancing decision-making efficiency, and lowering the cost of government administration. It also establishes a unified governance approach by strengthening institutional coordination and integration and standardizing communication tools, approvals, and reporting mechanisms, ensuring policy coherence, accelerating implementation, and improving the citizen and business experience.

The program focuses on establishing a sectoral governance framework based on the principle of institutional separation between policy-making (defining objectives and indicators) and regulation, oversight, and implementation, thereby enhancing accountability, oversight, and sectoral management efficiency. It also moves toward unifying and modernizing operational models for standardized units, adopting a flexible, technology-enabled model that improves performance efficiency and institutional integration.





Additionally, the program seeks to expand the application of shared government services (Shared Services) as a primary operational option to consolidate support functions, reduce operational costs, and maximize resource utilization. Within this framework, the program emphasizes developing local administration governance and enhancing integration between the central and local levels through a unified, technology-supported operational model, which improves procedural efficiency, service quality, and institutional consistency at the national level.

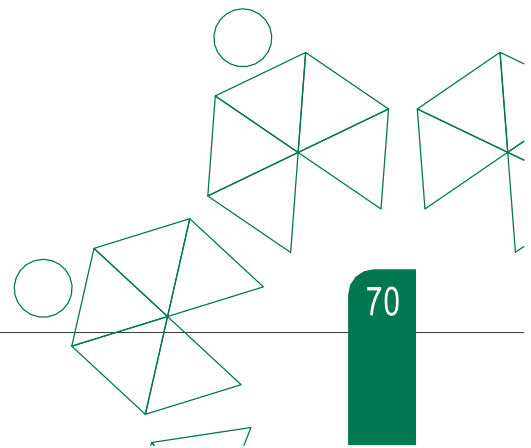
## Key Desired Outcomes

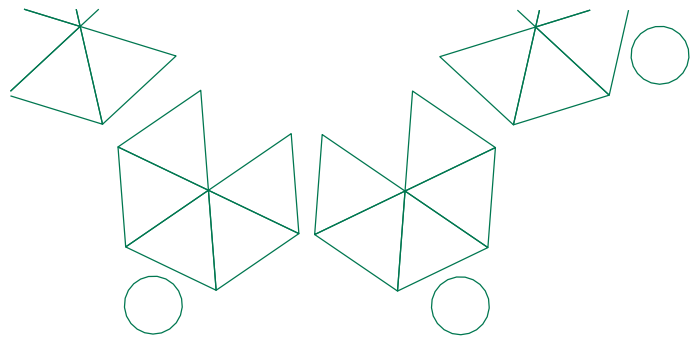




## Strategic Objectives and Indicators

Output	Strategic Objective	Strategic Performance Indicator
 <b>Citizen-centered government</b>	<b>5.1.1</b> Design a government device/system centered around the citizen's priorities	Citizen satisfaction rate with the performance of the government
 <b>Flexible and future-ready Government</b>	<b>5.2.1</b> Develop an appropriate regulatory environment for the government, with clear roles and responsibilities and organizational structures that support task implementation	Government Effectiveness Index
 <b>Integrated and efficient Government</b>	<b>5.3.1</b> Consolidate a comprehensive government approach to enhance coordination, integration, and communication among government entities	Activation rate of shared government services
 <b>Smart and Innovative Government</b>	<b>5.4.1</b> Adopt innovative solutions that enhance organization and coordination among government entities.	Percentage of electronic linkage between government departments.





## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
5.1.1 Design a government device/system centered around the citizen's priorities	Developing the organizational map of the public sector.	Service and Public Administration Commission	2026
	Establishing and activating the management system for the requirements of persons with disabilities	Higher Council for the Rights of People of Disabilities	2026
	Developing a unified visual and auditory identity for the public sector.	Ministry of Government Communication	2026 - 2027
5.2.1 Develop an appropriate regulatory environment for the government, with clear roles and responsibilities and organizational structures that support task implementation	Development, implementation, and modeling of the operational mechanisms of cross-support units (profiling)	Service and Public Administration Commission	2026-2027
	Developing the governance framework and operational model for priority sectors	Service and Public Administration Commission	2026-2029
	Structuring and developing the operational model for municipalities	Ministry of Local Administration	2026
	Establishing and activating the Ministry of Education and Human Resources Development	Ministry of Education	2026-2028
5.3.1 Consolidate a comprehensive government approach to enhance coordination, integration, and communication among government entities.	Developing the shared services system	Service and Public Administration Commission	2026-2028
	Designing authority and responsibility maps (RACI) among entities	Integrity and Anti-Corruption Commission	2027-2029
	A unified national framework for internal control and standardize checklists."	Integrity and Anti-Corruption Commission	2028-2029
	Developing the spokespersons system	Ministry of Government Communication	2026-2027
5.4.1 Adopt innovative solutions that enhance organization and coordination among government entities.	Developing government correspondence systems	Ministry of Digital Economy and Entrepreneurship	2026-2029





## Spending Efficiency



Number of Strategic Objectives

04



Number of Projects

10



Indicative Cost

24.8 million Jordanian Dinar

Government Services and Procedures



Human Resources and Leadership



Policies, Legislation and Decision Making



Data and Emerging Technologies



Governance and Regulatory Environment



Spending Efficiency



Institutional Culture





**Vision: Effective and sustainable government spending that is intelligently directed toward national priorities and achieves tangible impact.**

The Spending Efficiency component aims to address government expenditure as an integrated value chain that begins with strategic planning and priority setting, passes through needs assessment, evaluation of alternatives, and cost–benefit analysis, then moves to selection, financing, and implementation, and ultimately reaches post-implementation monitoring, review, and impact measurement. In this context, spending efficiency is considered a horizontal approach that affects all stages of the public spending and investment cycle, rather than a phased or isolated financial intervention.

The concept of spending quality is directly linked to spending efficiency, as spending quality reflects the extent to which expenditure aligns with government objectives and priorities, its ability to achieve tangible and sustainable results, and its contribution to improving citizens' quality of life without unjustified increases in cost. Accordingly, the Spending Efficiency component was incorporated into the second executive program to encompass spending quality by achieving a balance between effectiveness, efficiency, and alignment. This ensures that public resources are directed in a way that maximizes impact and reduces unproductive waste.

## Key Challenges and Areas for Improvement

The overall assessment of the first executive program revealed the existence of implementation challenges in the area of spending efficiency, such as reliance on historical spending patterns with limited analysis of value and impact, which led to the addition of this component.

The second executive program therefore focuses on addressing these challenges and the areas for improvement outlined in the table below, through an integrated package of projects that enhances institutional readiness, supports the effective and sustainable implementation of policies, and enables entities to achieve the expected impact within the roadmap period.

Challenges and areas for Improvement	Description
Level of governance readiness and role distribution	The need to establish a clear national framework to maximize spending efficiency, including the definition of responsibilities among entities, ensuring consistency in the application of methodologies, and strengthening accountability.
Limited availability of unified analytical methodologies	Unifying cost analysis methodologies and the evaluation of alternatives in a way that contributes to selecting and implementing the most economically viable projects.



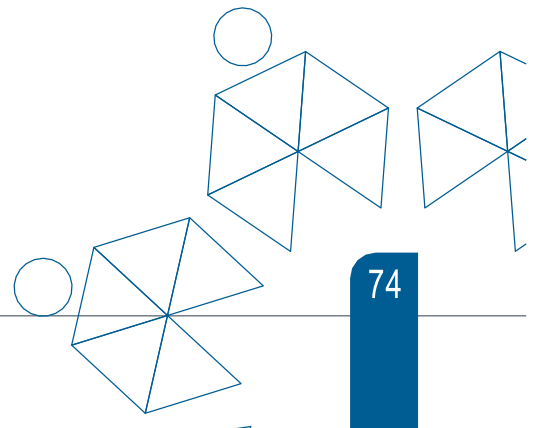


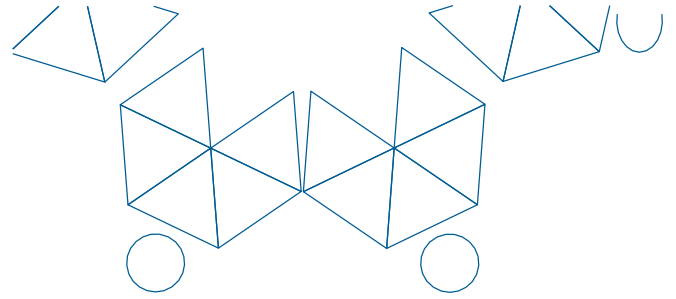
Challenges and areas for Improvement	Description
Limited integration of data and systems	Data is spread across multiple, non-integrated systems, such as the general budget, procurement, contracts, and project management systems, which hinders the ability to conduct comprehensive data analysis. This highlights the need to link these systems within an integrated analytical platform.
Level of integration across the spending cycle	Focusing on inputs rather than expected outcomes, which requires linking planning, financing, implementation, and review within a single value chain that emphasizes spending results and impact.
Capacity building and institutional culture	There is a need to develop and enhance the economic and financial analysis capabilities within relevant government entities, and to embed a "value for money" culture, ensuring that spending decisions are evidence-based.
Institutional change management	Transition from traditional spending practices to an approach based on planning, analysis, and results monitoring.
Measuring spending quality and impact	The need for more precise measurement tools that link spending to outputs and outcomes and clearly demonstrate its impact on citizens and the economy in a transparent and trackable manner.

## Strategic Directions

The second executive program (2026–2029) aims to enhance the efficiency of government spending through projects that support the optimal use of public resources, achieve the highest value for money, and direct spending toward national priorities with the greatest impact on citizens and the economy. This contributes to financial sustainability and improves the quality of public services.

To achieve this goal, the program seeks to build an integrated system to maximize spending efficiency, focusing on enhancing institutional readiness for managing government expenditure across ministries and agencies, and institutionalizing spending efficiency as a supporting approach for government decision-making. This includes embedding an institutional culture based on the concept of value for money, in addition to developing a digital financial environment that supports analysis and transparency, ensuring that public resources are directed toward priorities with the greatest impact on citizens and the national economy.



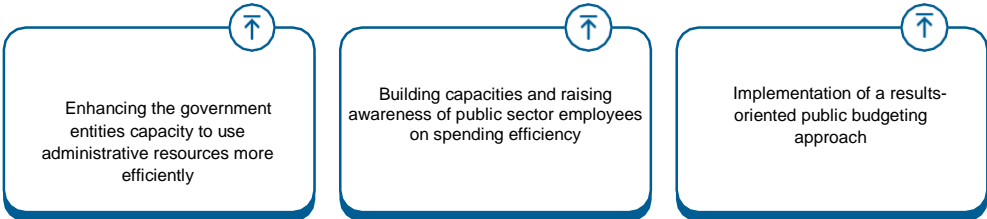


This approach also focuses on promoting the optimal use of resources throughout the entire spending cycle, through updating and activating methodologies for evaluating development and investment projects, analyzing costs and returns, unifying preference criteria among alternatives, and strengthening the methodological link between planning, financing, implementation, and review. This enhances the quality of spending decisions and aligns them with national objectives.





In this context, the program includes the implementation of a comprehensive review of government spending across selected sectors to identify opportunities for improvement and potential savings, and to develop a project roadmap based on analysis to guide execution. It also focuses on improving operational efficiency and enhancing integration among government entities through the implementation of practical projects aimed at achieving measurable operational savings, alongside fostering innovation and future readiness in the management of government spending efficiency.

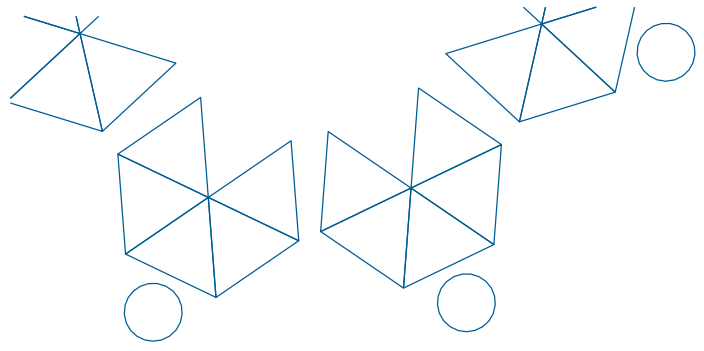
This path constitutes a fundamental pillar for improving the quality of expenditure and public services, directing achieved savings toward national priorities with the highest added value, reinforcing citizens' trust in the management of public resources, and achieving sustainable and inclusive developmental impact during the period 2026–2029.

### Key Desired Outcomes



## Strategic Objectives and Indicators

Output	Strategic Objective	Strategic Performance Indicator
 <p><b>Citizen-centered government</b></p>	<p><b>6.1.1</b> Improving the optimal use of government resources with transparency to meet citizens' needs and achieve tangible impact</p>	Improvement rate in the Spending Efficiency Index
 <p><b>Flexible and future-ready Government</b></p>	<p><b>6.2.1</b> Strengthening the public sector's capacity to plan results-oriented government spending aligned with national priorities and future directions</p>	Percentage improvement in the Spending Efficiency Index
 <p><b>Integrated and efficient Government</b></p>	<p><b>6.3.1</b> Enhancing the efficiency of the government through the development of shared services and the strengthening of public administration practices.</p>	Paperless Government Index
 <p><b>Smart and Innovative Government</b></p>	<p><b>6.4.1</b> Providing a unified digital environment for collecting and analyzing data related to public resource investment</p>	Percentage of e-procurement out of total government purchases




## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
6.1.1 Improving the optimal use of government resources with transparency to meet citizens' needs and achieve tangible impact	A comprehensive review of government spending in priority sectors (health, education, and public works)	Ministry of Finance	2026 - 2027
	Building capacities and raising awareness of public sector employees on spending efficiency	Service and Public Administration Commission	2026- 2027
6.2.1 Strengthening the public sector's capacity to plan results-oriented government spending aligned with national priorities and future directions	Developing an operational model for the spending efficiency system	Ministry of Finance	2026
	Developing a framework for annual government spending planning based on demand and capacity	Ministry of Finance	2026-2028
	Implementing a results-oriented public budgeting approach	General Budget Department	2026-2029
6.3.1 Enhancing the efficiency of the government through the development of shared services and the strengthening of public administration practices.	Study on the organization of government drivers' work (Shared Transportation Project).	Land Transport Regulatory Commission	2028
	Developing an integrated system for managing government inventory and warehouses	Government Procurement Department	2026-2029
6.4.1 Providing a unified digital environment for collecting and analyzing data related to public resource investment	Government Resources and Procurement Management System (2.0 JONEPS)	Government Procurement Department	2026-2028
	Automated Tax Revenue Management System	Income and Sales and Tax Department	2026-2028
	Development of the Government and Municipality Financial Management Information System (GFMIS).	Ministry of Finance	2027-2029






# Institutional Culture

  
**Number of Strategic Objectives**  
**04**

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**Number of Projects**  
**11**

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**Indicative Cost**  
**7.8** million Jordanian dinar

-   
**Government Services and Procedures**
-   
**Human Resources and Leadership**
-   
**Policies, Legislation and Decision Making**
-   
**Data and Emerging Technologies**
-   
**Governance and Regulatory Environment**
-   
**Spending Efficiency**
-   
**Institutional Culture**



**Vision: A unified and motivating institutional culture centered on collaboration, innovation, and excellence, ensuring the public**

The Institutional Culture component aims to entrench a unified work culture within the public sector, based on a shared system of values centered on collaboration, innovation, excellence, and serving citizens with respect and fairness. The evaluation of the first phase of the executive program (2022–2025) demonstrated that modernization is not achieved solely through the application of governance frameworks or the development of systems and legislation; rather, it depends on the daily professional behaviors of public sector employees, the nature of the relationship between the employee, the institution, and the citizen, and the extent to which institutions are able to foster a positive culture that supports performance, commitment, and accountability.

## **Key Achievements of the First Executive Program**

The Institutional Culture component achieved notable progress during the first executive program (2022–2025) in establishing standards that regulate institutional culture within government entities. This included the development of a National Framework for Government Values and Behaviours, as well as the launch of the Institutional Culture Development Index, which contributes to measuring and monitoring cultural transformation.

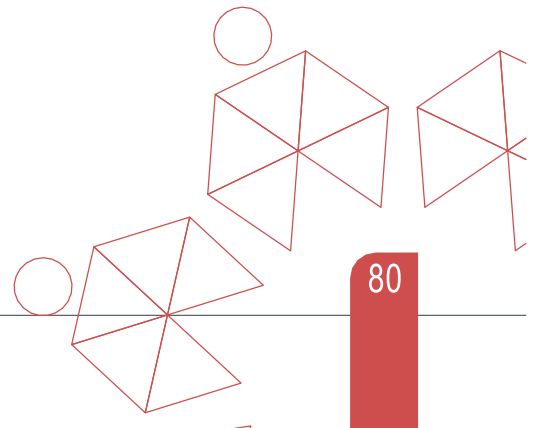
Institutional learning and knowledge sharing were also strengthened through the formation of communities of practice, and by empowering teams within ministries to lead cultural change from within. In addition, cultural values were integrated into performance management systems and employee capacity-building initiatives.

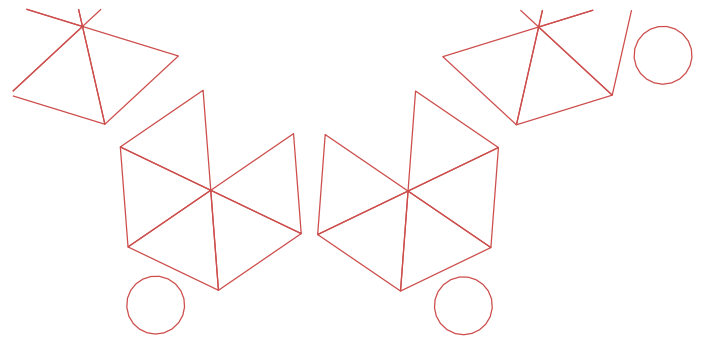




## Achievements

- 01 The development of the national framework for institutional culture and the government values model, providing a unified national reference for targeted values and behaviors across government entities
- 02 Developing a national tool to assess institutional culture and applying it across a number of government entities, enabling the measurement of cultural maturity levels, the identification of gaps, and the development of improvement plans
- 03 The design of the institutional culture development index as a methodological tool to make cultural transformation measurable, monitorable, and subject to continuous improvement.
- 04 The launch of institutional culture communities of practice to enable knowledge exchange and enhance the dissemination of best practices across government entities.
- 05 Deploying smart applications and platforms for knowledge exchange to support institutional learning, and to monitor cultural and human resources activities in an interactive and continuous manner.
- 06 Forming and training institutional culture liaison teams within government entities to lead cultural transformation efforts and monitor implementation on the ground.
- 07 Gradually integrating institutional culture values into performance management and career development systems, thereby strengthening the link between professional behavior, performance quality, and public service delivery.





## Key Challenges ad Areas for Improvements

The evaluation of the Institutional Culture component revealed that change management and the strengthening of institutional culture still require consolidation and establishment within government entities. The gap between declared values and actual behaviors and daily practices remains evident. Additionally, there are variations in the readiness of entities to manage change, limitations in activating the role of leadership in change management, weaknesses in internal communication, and resistance to change in the workplace.

Challenges and Areas for Improvement	Description
Variation in change readiness	There is a clear variation among government entities in their readiness to adopt new public administration practices. Some entities have supportive mechanisms for change, while others still rely on traditional models, making it difficult to transition smoothly toward more flexible work environments.
Weak commitment to institutional values	Despite the adoption of a national model for government values, the practical implementation of these values remains imperfect. In many cases, the values remain more 'declared' than 'practiced,' as manifestations of weak adherence to institutional values and to focusing on the citizen as the center of service continue to occur. This creates a gap between what some departments announce and what the citizen actually experiences.
Weak internal communication	Communication channels within some government departments remain limited, as information is often concentrated at the central offices and does not reach the field units clearly. This situation hinders employees' participation in decision-making, proposing solutions, and improving the work environment. Weak communication also negatively affects transparency and trust within the department
The limited role of leadership in establishing culture	Some patterns of administrative leadership remain traditional, focusing more on supervision and procedures rather than on empowerment and team-building. This weakens the role of leaders in embodying organizational values through practical example and reduces their ability to manage change, deal with resistance, and transform the culture
Aligning behavioral skills	The reality shows a clear need to develop employees' skills in several areas, including teamwork, effective communication, citizen service, and innovation. Weakness in these skills leads to challenges in improving the citizen experience and enhancing the quality of services.





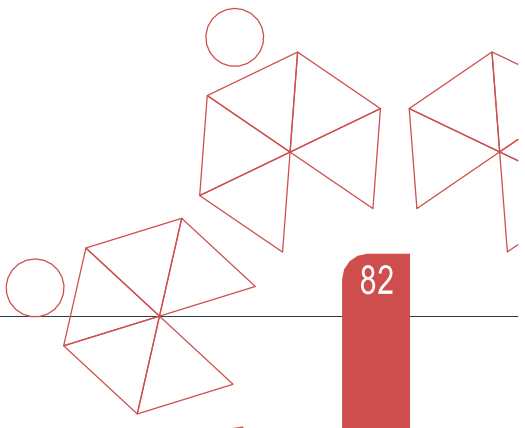
## Strategic Directions

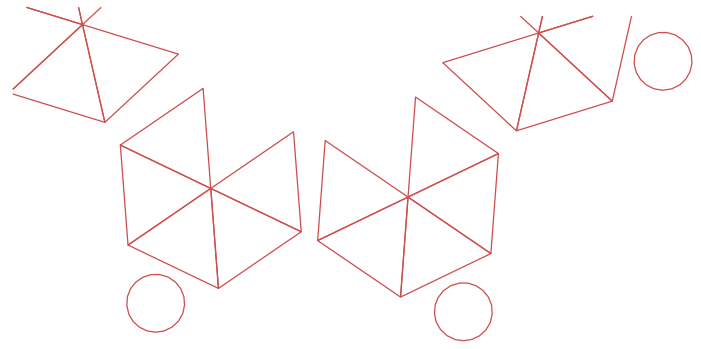
The second executive program aims to instill professional behaviours, unify governance values, empower leaders to lead change, and ensure that modernization efforts are directly reflected in the citizen experience. This approach focuses on enhancing a service culture based on respect, responsibility, and responsiveness to citizens' needs, activating the role of leadership in embodying values in daily practice, and fostering a sense of team unity across different entities.

This path also emphasizes stimulating innovation in the work environment, applying behavioural sciences to improve institutional practices, and measuring a national indicator for organizational culture to determine the level of progress. This will be accompanied by developing cultural transformation plans, managing change, and linking values to performance and incentive systems, thereby transforming organizational culture into daily practices that contribute to increasing productivity, improving service quality, and strengthening trust between citizens and the government.





Through this, the second executive program seeks to build a positive and renewed work culture within the public sector, reinforcing values of belonging and responsibility, and ensuring the provision of government services that meet citizens' expectations and achieve a comprehensive and sustainable impact.

## Key Desired Outcomes

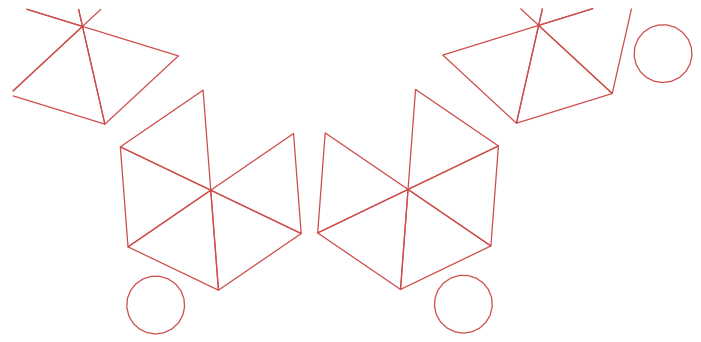




## Strategic Objectives and Indicators

Output	Strategic Objective	Strategic Performance Indicator
 <b>Citizen-centered government</b>	<b>7.1.1</b> Promoting a public service culture based on respect, responsibility, justice, equal opportunities, and responsiveness to citizens' needs	Citizens' satisfaction rate with service providers' interactions.
 <b>Flexible and future-ready Government</b>	<b>7.2.1</b> Building a flexible organizational culture that enhances readiness for development, the ability to adapt, continuous learning, and support	The extent of change regarding the implementation of organizational culture in government departments
 <b>Integrated and efficient Government</b>	<b>7.3.1</b> Establishing a unified governmental culture that supports integration among different entities and operates according to shared values and practices	Percentage of the Organizational Culture Development Index.
 <b>Smart and Innovative Government</b>	<b>7.4.1</b> Instilling a culture of development and innovation and leveraging technology to enhance government performance	Percentage of employees participating in innovation labs or government innovation programs





## List of Projects

Strategic Objective	Name of Project	Responsible Body	Implementation Years
7.1.1 Promoting a public service culture based on respect, responsibility, justice, equal opportunities, and responsiveness to citizens' needs	Implementing the organizational culture framework in government entities.	Service and Public Administration Commission	2026-2029
	Updated codes of conduct, annual signing, and disclosure of conflicts of interest	Integrity and Anti-corruption Commission	2027-2028
	Municipal Excellence Program	Ministry of Local Administration	2026
7.2.1 Building a flexible organizational culture that enhances readiness for development, the ability to adapt, continuous learning, and support	Developing a system for government change management	Service and Public Administration Commission	2026-2029
	Enhancing awareness of media and information literacy concepts and skills	Ministry of Government Communication	2026-2028
	Launching awareness and capacity-building programs for leaders on change culture and transformational leadership.	Public Administration Institute	2029
7.3.1 Establishing a unified governmental culture that supports integration among different entities and operates according to shared values and practices	Project for Integrating Behavioral Sciences into Organizational Culture	Service and Public Administration Commission	2026-2027
	Developing employees' capabilities in core and behavioral skills that support the implementation of the Modernization Vision and the enhancement of organizational culture.	Public Administration Institute	2026-2029
7.4.1 Instilling a culture of development and innovation and leveraging technology to enhance government performance	Digital Change Management and Digital Culture	Digital Transformation Unit – Prime Ministry	2027-2028
	Launching the 'Nashmi' program to motivate public sector employees, supported by a digital application	Public Administration Institute	2026-2029
	Launching a National Hackathon in the Public Sector	Ministry of Digital Economy and Entrepreneurship	2026-2029

# **Media and Communication in the Second Executive Program for Public Sector Modernization**



The unit responsible for managing and implementing the second executive program for Public Sector Modernization (2026–2029) under the Prime Minister’s leadership is tasked with designing and executing the internal and external media and communication plan for the program. Its goal is to enhance trust between the government and society, support the modernization process through change management, and clarify the impact of reforms on citizens’ lives across different segments.

The methodology for communication is based on the principles of strategic government communication, focusing on setting priorities and developing the media agenda to ensure that the results and impact of modernization are clearly highlighted. This methodology also gives priority to internal communication as a core element of change management by unifying messages and communication channels within government entities and reinforcing institutional commitment.

Communication in the second executive program follows a proactive, data-driven approach aimed at reducing information gaps and promoting a shared understanding of reforms. It includes continuous measurement of communication impact, adapting messages and channels based on monitoring and analysis results, ensuring the effectiveness of communication, and responding to implementation changes and stakeholders’ needs

## 01 Internal communication according to global best practices.

Internal communication forms one of the core pillars for the success of Public Sector Modernization, serving as a central tool for change management and building institutional commitment. The approach to internal communication in the second executive program is based on the following principles:



**Internal communication as a tool for change management:** by raising awareness of the reasons for and objectives of modernization, fostering willingness to participate by highlighting professional and institutional benefits, providing the necessary knowledge to implement changes, and motivating employees through showcasing success stories and positive experiences within government institutions



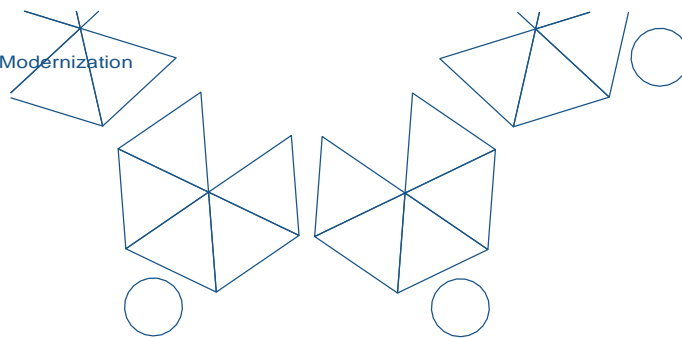
**Building a unified internal narrative:** by developing a shared story that clearly answers the questions—Why are we modernizing? How will the modernization take place? And what does this mean for employees?—ensuring message consistency across the government entities, strengthening institutional support for the administrative modernization process, and enhancing institutional commitment.



**Enhancing trust within the government:** through transparency in sharing challenges and achievements, involving employees in proposing solutions, addressing their concerns, and providing ongoing institutional support that fosters a sense of empowerment and belonging.









**Measuring the impact of internal communication:** by using clear and measurable performance indicators, including employees’ understanding of modernization objectives, reduced resistance to change, and increased participation rates in program-related activities



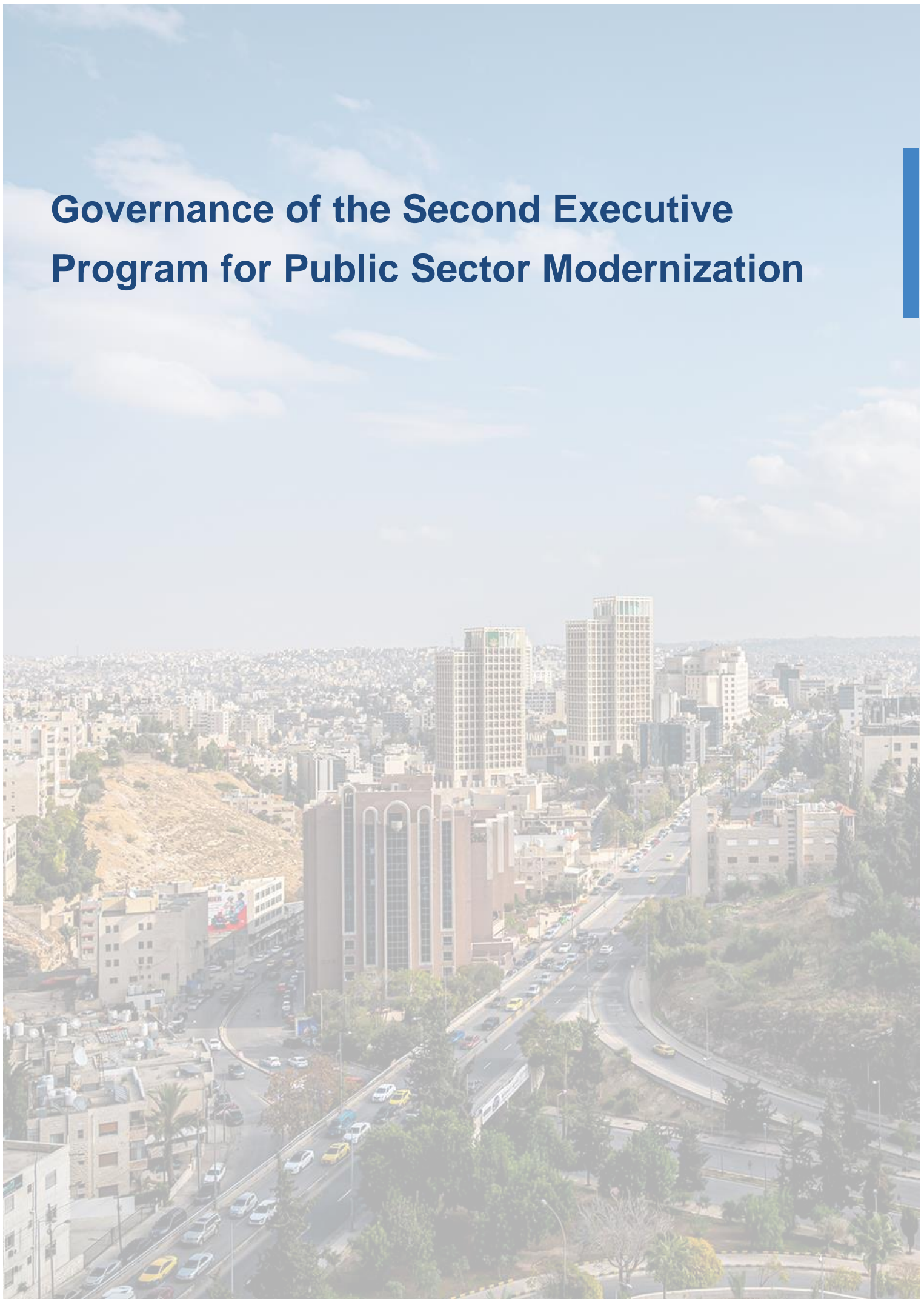
## 02 Media and External Communication

External media and communication form a fundamental pillar in strengthening public trust in government reforms, building a shared understanding of the impact of Public Sector Modernization on service quality as well as economic and social opportunities, and consolidating a participatory relationship between the government and society. This approach is based on the following principles:

-  **External media and communication as a public policy:** through an integrated system aimed at enhancing transparency, enabling the public to understand the impact of administrative modernization in clear language with verifiable data, ensuring consistency of government messages, strengthening accountability, and managing public dialogue to limit the spread of misinformation.
-  **Proactive rather than reactive communication:** by releasing information at the appropriate time and filling information gaps before public debate arises.
-  **Leading public dialogue on administrative modernization:** by strengthening the presence of modernization issues in the media, setting communication priorities, and collaborating with relevant media outlets and community institutions.
-  **Implementing a communication model based on global best practices:** whether in terms of channel selection, content management, or direct engagement.
-  **Building public trust:** by focusing on presenting tangible results and transforming achievements into success stories that are easy to understand and share.
-  **Measuring the impact of external communication:** through indicators related to citizens' level of understanding, the extent of engagement and reach, and the reduction of rumors and misinformation.



# **Governance of the Second Executive Program for Public Sector Modernization**



A governance framework has been designed for the second executive program of the Public Sector Modernization for the period 2026–2029, ensuring clarity of roles and responsibilities, enhancing institutional coordination among government entities, and providing an effective mechanism for decision-making and monitoring implementation.

This framework operates across three interrelated levels: the strategic level, the oversight level, and the executive level, ensuring alignment between guidance and implementation and achieving the intended impact.

At the strategic level, the Ministerial Council is responsible for determining the overall directions of the administrative modernization path, issuing decisions and legislation that support implementation, while the Minister of State for Public Sector Development plays a central role in ensuring that the implementation program aligns with government priorities and supports the sustainability of modernization efforts. At the oversight level, the Administrative Modernization Committee supervises the program's implementation, monitors progress in achieving outputs, reviews periodic reports, and addresses major challenges, with support from the Program Management and Implementation Unit, which coordinates, follows up, and submits reports.

At the executive level, implementation teams contribute to guiding execution and supporting government entities by aligning oversight directions with implementation plans, tracking project progress, facilitating operational challenge resolution, and raising matters requiring supervisory decisions. This contributes to enhancing execution efficiency, accelerating performance, and improving response speed.

Based on this framework, a comprehensive monitoring and evaluation system has been adopted, focusing on performance and impact indicators linked to program outputs and strategic objectives. This allows measuring actual improvement in government performance during the implementation period of the second program (2026–2029) and supports monitoring and decision-making.





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