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Economic & Social Council of Jordan



Outcomes of the National Dialogue on Public Sector Modernization Map

Full Report

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Table of content

Subject	Page
Executive Summary	5
Introduction	11
Public Sector Modernization Map	12
National Dialogue Project	20
Objectives of dialogue sessions in the governorates	21
Methodology	22
The Outcomes of the National Dialogue on the Map of Modernizing the Public Sector at the Macro Level in the Governorates	25
Results of Analyzing the Outcomes of the Dialogue Sessions	34
Organizational Structure and Government Component	35
Human Resources Component	54
Government Services Component	74
Irbid Governorate Session	121
Results of the dialogue in Irbid Governorate	124
Quotations of the Participants in the Dialogue Sessions in Irbid Governorate	129
Results of the Questionnaire on the Public Sector Modernization Map in Irbid Governorate	130
Karak Governorate Session	137
Results of the dialogue in Karak Governorate	140
Quotations of the Participants in the Dialogue Sessions in Karak Governorate	147
Results of the Questionnaire on the Public Sector Modernization Map in Karak Governorate	148
Mafraq Governorate Session	154
Results of the Dialogue in Mafraq Governorate	156
Quotations of the Participants in the Dialogue Sessions in Mafraq Governorate	159
Results of the Questionnaire on the Public Sector Modernization Map in Mafraq Governorate	161

Ma'an Governorate Session	166
The results of the dialogue in Ma'an Governorate	168
Quotations of the Participants in the Dialogue Sessions in Ma'an Governorate	174
Results of the Questionnaire on the Public Sector Modernization Map in Ma'an Governorate	175
Madaba Governorate Session	180
Results of the dialogue in Madaba Governorate	183
Quotations of the Participants in the Dialogue Sessions in Madaba Governorate	188
Results of the Questionnaire on the Public Sector Modernization Map in Madaba Governorate	189
Ajloun Governorate Session	195
Results of the dialogue in Ajloun Governorate	197
Quotes of participants in dialogue sessions in Ajloun Governorate	203
Results of the Questionnaire on the Public Sector Modernization Map in Ajloun Governorate	205
Jerash Governorate Session	210
Results of the Dialogue in Jerash Governorate	212
Quotations of the Participants in the Dialogue Sessions in Jerash Governorate	217
Results of the Questionnaire on the Public Sector Modernization Map in Jerash Governorate	218
Zarqa Governorate Session	224
Results of the Dialogue in Zarqa Governorate	226
Quotations of the Participants in the Dialogue Sessions in Zarqa Governorate	231
Results of the Questionnaire on the Public Sector Modernization Map in Zarqa Governorate	232
Balqa Governorate Session	237
Results of the Dialogue in Balqa Governorate	238
Quotations of the Participants in the Dialogue Sessions in Balqa Governorate	243

Results of the Questionnaire on the Public Sector Modernization Map in Balqa Governorate	244
Tafila Governorate Session	250
Results of the dialogue in Tafila Governorate	153
Quotations of the Participants in the Dialogue Sessions in Tafila Governorate	258
Results of the Questionnaire on the Public Sector Modernization Map in Tafila Governorate	259
Aqaba Governorate Session	264
Results of the Dialogue in Aqaba Governorate	267
Quotations of the Participants in the Dialogue Sessions in Aqaba Governorate	274
Results of the Questionnaire on the Public Sector Modernization Map in Aqaba Governorate	277
Participants in dialogue sessions in the governorates	282
Representatives of the Economic and Social Council Participating in the Dialogue Sessions in the Governorates	309
Representatives of the US Agency for International Development USAID	309
Supplement to the Government Leaders Questionnaire	310

Executive Summary

The Jordanian Economic and Social Council conducted a constructive and comprehensive national dialogue based on the participant's specialties and their knowledge, as the sessions were held with the participation of different groups and spectrums of society and with the participation of a number of stakeholders, whether from the private or public sector, heads of provincial and municipal councils, heads of chambers of industry and commerce, civil society organizations and unions, in addition to academics and a number of youth.

The dialogue sessions were organized over a period of nearly three months, with three sessions were held in the capital Amman, starting on 21/9/2021, and a weekly session in each governorate of the Kingdom, these sessions cover the following titles: Organizational Structure and Governance, Human Resources, and Government Services, the council finished its dialogues in Aqaba Governorate on 14/12/2022, with 14 dialogue session.

Objectives of the Dialogue Sessions in the Governorates

Forming feedback about the plan, and introduction for the recommendations, proposals and scientific ideas that will be developed during these sessions that the council will present to the government after all these dialogues.

Target Groups in the National Dialogue

The council followed a unified methodology in selecting the groups participating in the national dialogue in all the governorates of the Kingdom, which consisted of local and national leaders from the elected bodies in the governorates, which it included members of the parliament, provincial councils, municipal councils, labor and professional unions, chambers of industry and commerce, in addition to the administrative governor. The target groups also included members of Senate, former ministers and representatives, university presidents and specialized faculty

members, in addition to university students and civil society organizations in each governorate.

Methodology

First: Holding sessions for the national dialogue, which were organized by sending reference papers for the three components of the roadmap before the date of the dialogue, presenting the most important components of the roadmap to the participants in the session, and conducting an open dialogue about the initiatives included in it, a questionnaire was also distributed to the participants, including the most important initiatives in the plan.

Second: Opening a platform for dialogue on the council's website and social media platforms about several initiatives for a specific period of time (this is a non-scientific survey and will be used as guidance without relying on it), as the number of those who participated in the discussion on the council's website reached 719 participants.

Third: Conducting an analysis of the outputs of the modernization plan through analyzing the priorities set by the plan and conducting an additional assessment of some issues, a specific methodology and steps were followed in analyzing the outcomes of the dialogue sessions includes:

1. Categorizing the responses into opinions, suggestions and inquiries.
2. Analyze the dialogue outcomes after classification.

The Outcome Results of the National Dialogue

The dialogues that took place in the governorates focused on several initiatives included in the map and within its three components, which are the organizational structure and governance, human resources and government services, where there were many opinions, proposals and inquiries about these initiatives according to each component and initiative separately related to the extent of sustainability of these initiatives and their future effects on simplifying procedures and services provided to citizens in addition to the reasons for not including municipalities, independent bodies and institutions and some ministries such as the Ministry of Health and others, and the outcomes of the dialogue were as follows:

First: Organizational Structure and Governance Component

One of the topics that attracted the most attention of the participants was the organizational structure and governance and its contents initiatives related to the establishment and cancellation of ministries and government institutions due to the existence of previous experiences in this regard, where the opinions and proposals submitted by the participants within the framework of organizational structure and governance focused on the following issues and initiatives:

- 1) Cancelling the Ministry of Labor and distributing its tasks to the Ministry of Interior (work permits) and the newly created Ministry of Education and Human Resources Development (Vocational Training Institution), this was also indicated in the survey of the participants in the dialogue in the governorates by (61%), and government leaders by (61%), there was opposition to cancelling the ministry due to the vital and multiple role it plays.
- 2) The establishment of the Ministry of Government Communication, the overwhelming majority, according to the survey of participants in the community dialogue at a rate of (80%), and the survey of government leaders at a rate of (95%) expressed the establishment of the Ministry of Government Communication.
- 3) Merging the Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services, the majority respondents in the dialogues supported the merger of the Ministry of Transport and the Ministry of Public Works and Housing because of its importance in developing infrastructure and increasing coordination between concerned authorities with a rate of (81%), while the results for government leaders (senior management employees) came in the opposite direction, as the majority opposed the merger by (58%).
- 4) Merging the Ministry of Youth with the Ministry of Culture, the majority of participants in community dialogues, in addition to government leaders, agreed to merge the two ministries into one, according to the survey that was distributed to the participants (87%) of the governorates, and (82%) of government leaders.
- 5) Merging the Ministry of Education with the Ministry of Higher Education and

establishing the Ministry of Education and Human Resources Development, the idea of merging the Ministry of Education and cancelling the Ministry of Higher Education was supported by more than two-thirds of the participants in the dialogue, according to the participants' poll (70%), and more than three-quarters (77%) in the government leaders' poll.

- 6) Merging the Higher Education Accreditation Commission with the Skills Development Commission, as this issue received special attention from experts in higher education and university professors who participated in the dialogue (by virtue of specialization) more than the rest of the participants in the dialogue sessions in all governorates.

Second: Human Resources Component

The human resources component has received a large area of discussion in all governorates for many reasons, including that human resources are very important in light of the state's lack of sufficient natural resources, because human resources working in public administration are the executive arm of government plans and policies, and the performance of these resources is reflected on the level of government performance in general.

The following are the most important initiatives that received extensive discussion:

- 1) Cancellation of the Civil Service Bureau, the outputs of the dialogue came out in great support for the cancellation of the Civil Service Bureau and changing its current roles, and supporting the establishment of the Civil Service and Public Administration while maximizing the role authority oversight, a majority of two-thirds of the respondents (62%) and an almost absolute majority in the survey of government leaders in the public sector (87%).
- 2) Adopting decentralization in recruitment, as the opinions of the participants in the dialogue sessions supported this approach because of its importance in updating and developing the recruitment mechanism currently in force, provided that the role of the authority has a supervisory role, and recruitment is based on competence.

- 3) Accountability for employees and officials, focusing on adopting efficiency in the recruitment phase, changing the culture of employees in the public sector, eliminating nepotism in providing services to citizens, enhancing job loyalty, and the need to rely on the principle of reward for achievement among employees, the participants also stressed the importance of enhancing the institutional culture and responsibility of employees in the public sector.

Third: The Government Services Component

With regard to the government services component, participants in the governorates and government leaders' questionnaire supported the importance of reaching a digital government by 94% and 97% of the participants, respectively, because of its importance in improving the level of services provided to citizens and reducing nepotism, and corruption.

Also, 89% of the respondents in the governorates and 100% of the respondents in the government leaders survey supported the importance of the complete transformation of payments, there was also an emphasis by the participants on the importance of improving procedures and developing services with direct contact with citizens and developing infrastructure due to the multiplicity of platforms that provide government services and the disparity in the quality of infrastructure between regions.

Issues not Addressed by the Public Sector Modernization Map

The participants in the dialogue from various governorates of the Kingdom raised a number of important issues that were not included in the modernization map of the public sector which was as follows:

First: Organizational Structure and Governance Component

- 1) Reasons and justifications for merging and canceling ministries and institutions.
- 2) Principles of governance in implementation and evaluation,
- 3) Excluding independent bodies and institutions, municipalities, the Greater Amman Municipality and the Ministry of Health from the structure.
- 4) Developing organizational structures and institutional performance of ministries.
- 5) Existence of a financial reform plan coinciding with administrative reform.

Second: Human Resources Component

- 1) Absence of criteria and foundations for recruitment, job description, incentive and reward system, and the salary gap between employees in the public sector.
- 2) Stability of working leaders in the public sector, work continuity, measures to be adopted by the map to increase women's participation and empower young leaders, and the mechanism for implementing the initiatives included in the map.

Third: Government Services Component

- 1) Absence of executive plans and focus on payment services instead of improving the quality of services and facilitating procedures for citizens.
- 2) Engineering procedures and integration of services provided to citizens among all parties.
- 3) Coordination between the outputs of the modernization plans due to the presence of initiatives in the economic modernization plan and the modernization map of public sector, that should vary in terms of the time period for its implementation.
- 4) Digital culture and the mechanism of dealing with the elderly and people with disabilities.

In addition to the above, resulted from the dialogues during the discussion sessions and the results of opinion polls and questionnaires many other issues that were not included in the public sector modernization map, the most important of which are:

- Centralization of decisions and the multiplicity of stakeholders involved in decision-making.
- The financial implications that will result from the implementation of the plan and its funding sources.
- Social dimensions of the map.
- Upgrading the infrastructure.
- Ministry of Local Administration and Municipalities.
- Mechanisms and criteria for selecting, motivating and protecting competencies.
- Delegation of powers, replacement and job succession.
- Connecting with the vision of economic modernization and identifying the intersections between them.

Introduction

The government formed a national committee to modernize the public sector, believing in the importance of development governance and the efficiency of public administration, and in pursuit of a number of goals, perhaps the most important of which are: easy access to government services centered on the citizen, consistent and automated government procedures that achieve integration and accelerate digitization, support smart management and efficient spending, a flexible and efficient government structure for the government apparatus designed around the priorities of the citizen, complying with the foundations of good governance and enhance transparency and accountability, as well as the adoption of forward-looking plans that are interconnected between governments. The committee presented a comprehensive report that represents a detailed roadmap that includes preliminary results and recommendations for seven main components: government services, procedures and digitization, organizational structure and governance, policy-making and decision-making, human resources, and legislation, in addition to a special component that supports all other components concerned with the promotion of institutional culture and change management, so that public administration becomes possible and capable of development, achievement and excellence, detailed reports have been prepared for each component, including a description of the current situation, procedures and initiatives required for modernization.

And with that, during the past months, the Jordanian Economic and Social Council held a national dialogue that included all governorates in the Kingdom, to listen to the various spectrums of Jordanian society and specialists ,and those concerned with all the components of modernizing the public sector, to improve and develop the outputs in a manner that fits the need of the Jordanian citizen and the possibilities available to the state within the national project for modernization in its three paths, which are political, economic, and administrative modernization.

This report presents the results of a series of national dialogues on the road to modernizing the public sector, the outputs of the national dialogue, which included the opinions of all the participants in terms of proposals and recommendations in the dialogue sessions on the map in this regard.

It must be emphasized here that there is a discrepancy between the outcomes of the dialogue sessions and the results of the questionnaire according to the methodology used, as there are participants in these sessions who did not express their opinions and fill out questionnaire, as the results of the questionnaire do not include the opinions of the participants in the Capital Governorate, which included experts and specialists from all sectors, noting that it was monitored later during analysis.

Public Sector Modernization Map

In order to achieve the vision of His Majesty King Abdullah II Ibn Al-Hussein, the need to raise the level of quality of services provided to citizens, improve the efficiency of public administration and address bureaucratic procedures, the Public Sector Modernization Committee was formed on 12/26/2021 chaired by the Prime Minister, and represented by the public and private sectors and civil society.

The committee's framework included seven main components: government services, procedures and digitization, organizational structure and governance, policymaking and decision-making, human resources, legislation, institutional culture promotion and change management. Detailed reports have been prepared for each component, including a description of the current situation, procedures and initiatives required for modernization.

Components of Modernizing the Public Sector (Vision 2033 / Citizen and Stakeholders):

- Government services: providing government services that are easily accessible and of high quality.
- Procedures and Digitization: following streamlined and digitized procedures within and between institutions.
- Organizational Structure and Governance: achieving an effective and efficient government apparatus without intersection in tasks and functions.
- Policy Making and Decision Taking: improving the effectiveness of planning, decision taking, performance management and implementation continuity.
- Human Resources: access to a work environment that attracts competencies and enables achievement.
- Legislation: providing the legislative environment that supports the development of the public sector.
- Institutional Culture: developing an institutional culture that supports production, development and innovation.

Three main components have been identified, as follows:

- Services: it aims to develop government services in a way that meets the aspirations of the citizen and enables them to access it smoothly and through various channels, in order to achieve raising the quality of providing those services, accelerating their digitization and simplifying their procedures.
- Institutions: it aims to improve the efficiency and effectiveness of the public sector, including the development of organizational structures, strengthening of corporate governance and compliance with legislation, development of planning, evaluation and decision-making mechanisms, building the capabilities of human cadres and leaders, attracting and retaining qualified technical cadres, and enhancing the institutional culture that supports public services and productivity.
- Legislation: it aims to review and update the legislation regulating public administration in line with international best practices to remove any overlaps or conflicts between them and to strengthen their texts so that they are clear and obscure when applied and do not tolerate ambiguity or exceptions.

The vision of modernizing the public sector also seeks to achieve 33 strategic goals, which in turn constitutes a roadmap for modernizing the public sector for the next ten years, and it will be implemented in three phases, as each phase builds on the achievements of the previous one cumulatively, and the first phase for the following years 2022-2025 will include 206 of the procedures and initiatives that will be implemented during this stage of the road map, on condition that a comprehensive evaluation of the program is carried out and the achievements and lessons learned from the initiatives are monitored, in order to develop the second phase of the program for the next years 2026-2029, this is followed by work on a comprehensive evaluation of this stage at the end 2029, in order to design the third phase, along with identifying the appropriate initiatives during the years 2030-2033.

One of the most important challenges, future ambition, and initiatives in the components of the plan:

1. Organizational Structure and Governance Component:

Challenges	Future Ambition
<ul style="list-style-type: none"> ✓ A typical government structure that does not reflect the existing challenges and future aspirations. ✓ The existence of overlaps and duplication in many roles between government agencies. ✓ Poor compliance with governance standards, duplication of oversight and accountability roles. 	<p>Achieving a flexible and efficient government structure for the government apparatus designed around citizen priorities, complying with the foundations of good governance and enhancing transparency and accountability.</p>

Institutional arrangements and initiatives in the organizational structure and governance component included many initiatives from most notable the following:

- ✓ Establishing the Ministry of Education and Human Resources Development by merging the Ministry of Education and Scientific Research with the Ministry of Education, canceling the Vocational Training Institution and transferring the tasks of education and vocational and technical training to the Ministry of Education and Human Resources Development.
- ✓ Cancellation of the Ministry of Labor, and the transfer of its functions to the Ministry of Industry Trade & Supply and the Ministry of the Interior.
- ✓ Establishing the Ministry of Government Communication, transferring the links between the Jordan News Agency and the TV Corporation to the Ministry of Government Communication, and restructuring them.
- ✓ Merging the Ministry of Youth and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth.
- ✓ Merging the Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services.

2. Human Resources Component:

Challenges	Future Ambition
<ul style="list-style-type: none"> ✓ Low level of efficiency and productivity of the employee, weakness of the concept of career and professional development. ✓ Weak interest in performance management and a culture of accountability in terms of reward and punishment. ✓ Weak human resource plans based on goals and priorities. ✓ Weak leadership and middle management, limited ability to attract and retain competencies with it. 	<p>The current reality requires decision-makers to provide capable and responsible competencies, including effective and specialized leaders and talents, ready for the future, capable of improving performance and realizing national visions and priorities, they are employed, managed and preserved according to need and on the basis of equal opportunities and merit, thus contributing to strengthening the principle of reward and punishment.</p>

Among the initiatives in the human resources component are:

- ✓ Developing an operational framework to translate the future vision of the approved human resource's structure, to enable the service authority and public administration.
- ✓ Modernizing the human resources planning system, and modernizing recruitment and selection system for public sector employees.
- ✓ Developing an integrated system for job grades and salaries and managing performance evaluation for civil servants.
- ✓ Developing specialized career paths for workers in the field of public administration and development.
- ✓ Completion of the preparation of an integrated electronic system for human resource management.
- ✓ Adopting a framework of leadership competencies, as a unified and innovative framework that reflects the characteristics of the leader we need.
- ✓ Release King Abdullah the Second ibn Al-Hussein program, to rehabilitate government leaders.

3. Government services component:

Challenges	Future Ambition
<ul style="list-style-type: none"> ✓ The decline in the level of provision of government services. ✓ Slow progress in automation services and their digitization. ✓ Low level of customer satisfaction, and the existence of a high bureaucracy in the provision of services. 	<p>The current reality prompts a review of the level of government services currently provided, including electronic services, and a review of the quality and level of services provided to citizens in order to improve and develop them, and to determine the necessary procedures for that, in order to reach government services that meet the aspiration of the citizen and enable them to access it smoothly and through various channels, in a manner that achieves raising the quality of providing these services, accelerating their digitization and simplifying their procedures.</p>

Among the initiatives in the government services component:

- Improving services with direct contact with citizens and the business environment (target 25 governmental entity).
- The completion of the electronic transformation of services, i.e., access to 100% general digitized government services in 2025.
- The complete transformation of digital payments in 2024.
- Operating centers for comprehensive services at the rate of one center in each governorate and starting to establish additional centers and allowing the private sector to operate 5 general centers in 2024.

4. Policy-making and decision-making component

Challenges	Future Ambition
<ul style="list-style-type: none"> ✓ Poor integration and coordination between plans and strategies and the continuity of their implementation. ✓ The weakness of the correct application of plans and strategies, and their consistency with the budget and human resource plans. ✓ Weak evaluation processes, performance follow-up and impact measurement. 	<p>Adopt forward-looking, interconnected, cross-government plans in a participatory and inclusive manner, and employ digitization, simulation, and impact assessment to support the decision-making process and evidence-based policymaking.</p>

Among the most prominent initiatives in the policy-making and decision-making component:

- Translating national visions into clear, realistic, applicable and cross-government executive programs in the economic, political and administrative fields to unify all national efforts.
- Developing and applying a mechanism to link strategic planning and financial planning at various levels.
- Develop and activate the mechanism to monitor the national performance of various indicators in international reports and to prepare an annual report in this regard.

5. Legislation component:

Challenges	Future Ambition
<ul style="list-style-type: none"> ✓ Poor alignment of some existing legislation with current challenges and future developments. ✓ Poor compliance with some legislation. ✓ The existence of legislation that tolerates confusion and duplication. 	<p>Reaching supportive legislation for positive change that looks forward to the future, employs technology, facing risks and ensures automatic compliance with best standards.</p>

Among the initiatives in the legislation component:

- Amending the Civil Service System No.9 of 2020 to ensure framing modernization outputs by focusing on the outputs of human resources and leadership pillar.
- Activating and developing legislation related to compliance and governance in a way that enhances the role of the body responsible for following up on performance in the prime minister's office, the oversight bodies, and those concerned with setting plans and policies, especially the Ministry of Planning and International Cooperation and the Civil Service Bureau.
- Review legislations for sectors (health, education, water, energy, agriculture and social development) in order to raise the efficiency of work in these sectors.
- Apply an electronic system to automate legislation and adopt modern technology specialized in managing and developing legislation.

6. Procedures and digitization component

Challenges	Future Ambition
<ul style="list-style-type: none"> ✓ Poor documentation and connection, complexity of government procedures and their duplication between and within institutions. ✓ Slow development of digital infrastructure. 	<p>Access to agile, consistent and automated government procedures, achieve Integration, accelerates digitization, and supports smart management and efficient spending.</p>

<p>✓ Poor optimal use of resources due to lack of sharing and connection between governmental institutions (financial, human, transportation, and others).</p>	
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Among the initiatives in the procedures and digitization component:

- Developing an action plan to establish the structure of technological systems and support operations.
- Automation and digitization of supportive and operational procedures and processes, by applying electronic systems to automate operations between government agencies.
- Evaluating and updating operational models for government agencies with existing shared services.

7. The institutional culture component:

Challenges	Future Ambition
<p>✓ Poor compliance with the corporate value system.</p> <p>✓ Weak focus on the culture of citizen service.</p> <p>✓ Poor supportive environment for change, development, and innovation.</p> <p>✓ Limited programs that support the transformation of the institutional culture.</p>	<p>A motivating corporate culture to serve citizen, and to promote a supportive environment of transformation and innovation.</p>

Among the initiatives in corporate culture component:

- Determining the standards necessary for the future culture targeted for the implementation of reform initiatives.
- Launching an award for the best leader and team responsible for change and achieved the most accomplishments and improved performance of reform initiatives.

National Dialogue Project

The Jordanian Economic and Social Council conducted a constructive and comprehensive national dialogue based on the competencies and knowledge of the participants, the sessions were held with the participation of the different segments of society and its spectrum, and with the participation of a number of stakeholders, whether from the private or public sectors, heads of provincial and municipal councils, heads of chambers of industry and commerce, civil society organizations and trade unions, in addition to academics, university students, and a number of young people.

The dialogue sessions were organized over a period of nearly three months, with three sessions in the capital Amman, starting from the date of 9/21/2022 and a weekly session in each of the Kingdom's governorates, bearing the following titles: organizational structure and governance, human resources, government services, also the council concluded its dialogues in Aqaba Governorate on 12/14/2022.

At the end of its sessions, the council was keen to issue a comprehensive report that includes opinions, proposals, consensus, results, and recommendations emanating from the sessions and through the scientific methodology that was adopted, in order to submit it to the decision-makers and publish it to inform the citizens of the outcomes of the dialogue.

Proceeding from the role of the Economic and Social Council as an advisory institution that represents society and its various groups, and aims to encourage positive dialogue, build consensus among partners in the same society on the most important economic and social issues, policies and decisions, evaluate the social effects of public policies, and present alternative proposals to achieve economic and social development in order to enhance participation in policy-making and decision-taking in various fields, the council

launched an expanded and in-depth national dialogue on the road to modernizing the public sector to listen to all opinions and proposals from experts and specialists commissioned by the government, these opinions and suggestions will be as a feedback to the government, and we must emphasize that the government is open to making any amendment based on scientific proposals and ideas and will put through sessions to improve what can be improved on the recommendations and initiatives in the plan, especially since the plan is a road map for the next ten years and requires the preparation of implementation plans that will be implemented in different stages of time.

Objectives of the Dialogue Sessions in the Governorates

The National Dialogue sessions launched by the council, which are part of a series of extended dialogues organized by it on the road to modernizing the public sector, which included all of the Kingdom's governorates, aimed at:

- Deepening the understanding of the parties involved in the plan to modernize the public sector and raising awareness of its components.
- Given the opportunity to those involved (social partners) by expressing their opinions about the plan or items of interest.
- Presenting conclusions and recommendations on the elements of the plan based on those dialogues and evaluate the Economic and Social Council of the plan and its components.

The importance of these dialogue sessions held by the Economic and Social Council, being one of the important tools that will form feedback about the plan, and an important entry point for recommendations, proposals and scientific ideas that will be put through these sessions, which the council will present to the government after all these constructive dialogues.

Target Groups in the National Dialogue

The council followed a unified methodology in selecting the groups participating in the national dialogue in all the governorates of the Kingdom, which consisted of local and national leaders from the elected bodies in the governorates, which included members of the Parliament, provincial councils, municipal councils, labor and professional unions,

and chambers of industry and commerce, in addition to administrative ruler (Governor) ,the target groups also included members of senate councils, former ministers and deputies, university presidents and specialized faculty members, in addition to university students and civil society organizations in each governorate.

Methodology

Since the beginning of the sessions, the council followed a clear, specific and scientific methodology, starting with defining three main components included in the map: the organizational structure and governance, the human resources, and the governmental services, which they were carefully selected for the purposes of framing the dialogue around them, considering the comprehensiveness of the selected components to cover all components of the map.

Care was also taken when inviting the participants to have the relationship, specialization, experience, and competence recognized for them in public and private sector, the council was also keen to represent all groups in the dialogue sessions, representing categories of local and national leaders and elected bodies in the governorates, including the governorate councils, municipal councils, and individuals representing civil society, associations, academics, national assembly, media, labor and professional unions, university students, and chambers of industry and commerce, as the number of participants in the national dialogue sessions (773) participant, in the period from 9/21/2021 to 12/14/2021, where 14 dialogue sessions were held, three of which were in Amman.

In order to achieve the objectives of the dialogue sessions set by the council as mentioned above, the dialogue session relied on the following approach:

First: Holding national dialogue sessions, which were organized by sending the reference papers for the three components of the road map before the date of the dialogue, presenting the most important components of the plan to the participants in the session, and conducting an open dialogue about the initiatives included in it, a questionnaire was distributed to the participants, including the most important initiatives in the plan.

Second: Opening a platform for dialogue on the council's website and social media platforms about a number of initiatives for a specific period of time, (this is an unscientific survey and will be used as guidance, not reliance on it), as the number of those who participated in the discussion on the council's website (719) participant.

Third: Conducting an analysis of the outputs of the modernization plan by studying the priorities identified by the plan and conducting an additional assessment of some issues. and in a way more in detail, the following steps were taken:

1. Brainstorming sessions were held in all governorates, with the wide participation of the concerned owners, academics, and youth.
2. Listening to the opinions, observations and interventions of the participants and documenting them, whether by preparing detailed written reports of what happened in the conference sessions and recording all sessions.
3. Investigating the opinions of the participants, through an analytical questionnaire that includes ten main issues related to the plan to modernize the public sector, and contains a set of questions and suggestions, which are answered through the mobile device, and through which the opinions of the participants and their observations about the plan are combined.
4. Conducting several interviews with a number of experts and specialists.
5. Distributing a questionnaire to seek the opinions of government leaders, including general secretaries and directors, at the meeting organized by the Institute of Public Administration.
6. Suggesting number of issues on the council's website, and monitoring feedback on them.
7. Producing a short video summary of each session that was held and posted on social media.

A specific methodology and steps were followed in analyzing the outcomes of the dialogue sessions, including:

1. Categorizing the responses into opinions, suggestions and inquiries.

The hierarchical classification mechanism has been adopted so that there are main classifications for the dialogue output and another sub-classification, as this mechanism

is considered one of the most useful techniques because it organizes any form of text, its structure and classification to a large extent to provide meaningful data, after studying the nature of the interventions of the participants during the dialogue sessions, these participations were classified into three main categories, that are:

- Opinions, which are the beliefs of the audience and their points of view that they adopt.
- Suggestions, which is a group of ideas expressed and presented by the participants for research and review.
- Inquiries, which is the set of topics that the participants asked for clarification.
- Categorizing opinions, suggestions, and inquiries into sub-topics within each them, some sub-categories emerged from the main categories, which helped in collecting opinions, proposals and inquiries within each sub-topic and thus facilitating their study and analysis in a better way to come up with the results of the dialogue.

2. Analysis of the dialogue outcomes after classification:

After organizing the dialogue outputs according to main and sub-categories, the participants' interventions within the sub-topics were studied, and the most common opinions, inquiries, and suggestions were noted and presented according to the classifications previously mentioned.

It must be emphasized here that there is a discrepancy between the outcomes of the dialogue sessions and the results of the questionnaire and the opinions that were monitored on the council's social networking site according to the methodology used the map, in addition to the presence of groups that are not concerned with the initiatives and issues raised by the plan, which are considered of special interest by experts concerned in this field.

It should be noted that the interest of the participants in the dialogue focused on some elements of the plan and not others, and some detailed issues received only a limited number of comments, there were also many opinions that had nothing to do with the plan and were excluded, and it must be emphasized that the survey that was conducted through the council's social media platform is a survey that reflects the general direction of the participants' opinions on the issues and initiatives put forward by the plan.

The Outcomes of the National Dialogue on the Map of Modernizing the Public Sector at the Macro Level in the Governorates

The dialogues that took place in the governorates focused on several initiatives included in the map and within its three components, which are the organizational structure and governance, human resources and government services, where there were many opinions, proposals and inquiries about these initiatives according to each component and initiative separately related to the extent of sustainability of these initiatives and their future effects on simplifying procedures and services provided to citizens in addition to the reasons why they do not include municipalities, independent bodies and institutions and some ministries such as the Ministry of Health and others, and the outcomes of the dialogue were as follows:

First: Organizational Structure and Governance Component

One of the components that attracted the highest attention of the participants was the organizational structure and governance, and what it includes of initiatives related to the establishment and cancellation of ministries and government institutions due to the existence of previous experiences in this regard, it focused the opinions and suggestions submitted by the participants within an organizational structure and governance component on the following issues and initiatives:

1. Cancellation of the Ministry of Labor and the distribution of its functions to the Ministry of Interior (work permits) and the new Ministry of Education and Human Resources Development (Vocational Training Institution) and transferring the chairmanship of the board of directors of the Development and Employment Fund, and the Social Security Corporation to the Ministry of Industry, Trade and Supply. It should be noted that the cancellation of the Ministry of Labor received great attention from most of the participants in the dialogue in all governorates, more than other initiatives and proposals in the plan, and there was a great opposition to the cancellation of the Ministry of Labor from all segments represented in the societal dialogue, in addition to the government leaders who participated in the meeting organized by the Institute of

public administration, as was evident in the survey of participants in the dialogue in the governorates by a percentage of (61%) and government leaders (61%).

The discussions referred to the vital and multifaceted role played by the Ministry of Labor, so the majority affirmed that the Ministry regulates the labor market, especially with the presence of large numbers of expatriate workers, protecting the rights of workers and work, and providing decent working conditions, the outcomes of the dialogue indicated that the ministry also manages the relationship between employers and trade unions, and that Jordan is a member of a number of international organizations committed to combating child labor, human trafficking, and equality between males and females, and that there are international agreements between Jordan and certain countries in which the rights of workers are occupied in a large share, participants also indicated that attaching the tasks of the Ministry of Labor to the Ministry of Industry, Trade and Supply involves a conflict of interests, as the Ministry of Industry and Trade is concerned with the affairs of the private sector in industry and trade, and there may be a conflict of interests and goals between the two parties, in addition, some participants indicated that if there are weaknesses in the ministry, ways can be found to solve them instead of cancelling the ministry, as for transferring the presidency of the Development and Employment Fund Board of Directors to the Ministry of Industry, Trade and Supply, it did not find much opposition, as the majority emphasized keeping the Social Security Corporation under the Ministry of Labor or finding other arrangements for it to guarantee its independence.

2. Establishment of the Ministry of Government Communication, stating the overwhelming majority, according to a survey of participants in the community dialogue, by (80%) and survey government leaders by (95%) to create Ministry of Government Communication, and supporters justified the establishment of the ministry on the need for a competent umbrella and with a permanent structural arrangement to organize the official media and unify addressed messages, and some opponents regarding establishment of the Ministry of Government Communication they expressed their fear that the ministry and the media bodies associated with it will turn into a bureaucratic institution that weakens the dynamism of the work of these institutions and limits media freedom, some also expressed the lack of a need for a

Ministry of Government Communication, but rather a government communication strategy through which the government communicates with citizens and public opinion regarding government decisions and policies, supporters of establishment of the ministry emphasized the necessity of linking all communication and information directorates in the various ministries and institutions to the new ministry in order to unify government communication policies with public opinion.

3. Merging the Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services, the majority of the participants in the dialogues supported the merger of the Ministry of Transport and the Ministry of Public Works and Housing due to its importance in developing infrastructure and increasing coordination between the concerned authorities (81%), while the results came for government leaders (senior management staff) in the opposite direction, as the majority opposed the merger (58%), as for the qualitative analysis of the discussions that took place, the percentage of those who opposed the merger process was more than its supporters, as the supporters of the merger process indicated that it is an important process for unifying policies and efforts in developing infrastructure, which has a positive impact, their greatest fear is the increase in the burdens of the new ministry and its inability to accomplish what is required of it, likewise, the issue of independent bodies for transportation and the future of their roles and tasks with the new ministry was raised, and if it was necessary to think about merging them with each other, some of the participants in the dialogue indicated the possibility of linking some aspects related to the Ministry of Transport to the local administration and municipalities, following the example of the Greater Amman Municipality, also, some participants stressed that if the goal is to increase coordination and prevent duplication, then let's think of methods other than merging the two ministries, such as sectoral policies, as confirmed, participants stressed the importance of linking the new ministry with other ministries, institutions and bodies that have a related infrastructure such as water, telecommunications, municipalities, and energy.

4. Merging the Ministry of Youth with the Ministry of Culture, majority of the participants in the community dialogues, in addition to the government leaders, agreed to merge the two ministries into one ministry, according to the survey that was distributed to the participants, (provinces 87%, and government leaders 82%), supporters of the idea of merging the two ministries believe that there is an overlap between the work of the two ministries, and complementary goals, especially since they affect a large segment of society and changing their culture and advancing their moral and value system, on the other hand, the opinions of the interlocutors through the discussion were between supporters and opponents, as the elite close to cultural work, and representatives of institutions civil society absolutely against the idea of merging the two ministries, because each ministry has its own different goals and tasks and cannot be changed, and the merger may negatively affect and lead to a decline in cultural work in general.

5. Merging the Ministry of Education with the Ministry of Higher Education and establishing the Ministry of Education and Human Resources Development, the idea of merging the Ministry of Education and cancelling the Ministry of Higher Education was supported by more than two-thirds of the participants in the dialogue, according to the participants' survey (70%), and more than three-quarters (77%) In a survey of government leaders, the participants in the dialogue also emphasized that the idea of merging is an important step in the right direction, for a number of reasons, the most important of which is that there is no need for the Ministry of Higher Education in light of the existence of the Higher Education Council and a special law for universities that provides for the independence of universities, especially in light of the presence of boards of trustees for those universities, likewise, the majority of supporters of the merger initiative indicated that it would enable the new ministry to formulate integrated educational policies that include public and university education, as for the inclusion of vocational training in the school and university education system, the participants emphasized that this would enhance the value of vocational education and leads to the existence of a single policy for education and vocational training, and to the integration of all tracks in the education system.

6. Merging the Higher Education Accreditation Commission with the Skills Development Commission, as this topic received special attention from experts in higher education and university professors who participated in the dialogue (by virtue of specialization and competence) more than the rest of the participants in the dialogue sessions in all governorates, there is almost unanimous opposition to merging the Commission for Accreditation of Higher Education Institutions and assure its quality with the Technical and Vocational Skills Development Commission into one body, as each institution has different goals and philosophy, and experts also indicated that to maintain the professionalism and impartiality of the accreditation body, it is better for it to remain independent while expanding its tasks for different educational institutions, such as schools, for example, the experts unanimously agreed that it is not permissible for a supervisory body (accreditation body) to play the role of providing the service as well, on the other hand, the idea of transferring tasks related to nurseries and Al-Manar educational centers from the Ministry of Social Development to the Ministry of Education did not receive any significant opposition.

Second: Human Resources Component

The human resources component has received a lot of discussion in all governorates, for many reasons, one of them that human resources are very important in light of the state's lack of sufficient natural resources, and because human resources working in public administration are the executive arm of government plans and policies, and the performance of these resources are reflected in the level of government performance in general, also, the performance of public administration affects the citizens directly through the services provided by the government to citizens, and since the public sector employs Jordanians in the public administration, the issue of fairness and transparency in the employment process occupied great importance in the discussions in terms of attracting and retaining competencies, the human resources pillar included many initiatives that were well received by the participants, while there were different views on some others, the following are the most important initiatives that received extensive discussions:

1. Cancellation of the Civil Service Bureau, the outcomes of the dialogue came in great support for the cancellation of the Civil Service Bureau and changing its current roles, and support for the establishment of the Civil Service and Public Administration Authority while maximizing the oversight role of the authority, likewise, support for the trend towards decentralized recruitment instead of inventory based on competency rather than seniority, and the outputs of the dialogue expressed relative opposition to the cancellation of inventory work in 2027, and transfer it to subsequent governments. A majority of two-thirds of the respondents supported the cancellation of the Royal Court (62%) an almost absolute majority in a survey of government leaders in the public sector(87%), many of speakers pointed out that the Royal Court may have achieved some justice in employment, but this unfairly affected the institutions, because they were unable to attract the best competencies, especially since the turn comes to the applicants many years after their graduation, which leads to a weakness in their knowledge formation compared to new graduates.
2. Adopting decentralization in recruitment, as the opinions of the participants in the dialogue sessions supported this approach because of its importance in updating and developing the recruitment mechanism currently in force, provided that the role of the commission is a supervisory role, and that recruitment is based on competence, speakers in all regions pointed to the existence of a strategic dimension to cancel recruitment from the stock and adopt decentralization in recruitment when needed, which is canceling the culture that was formed and entrenched among young people that the state is responsible for employing all graduates and the negative results that result from the culture of youth in searching for work and relying on the government in their employment and the political dimensions associated with it, on the other hand, the participants expressed interest in the need for transparency in decentralized recruitment and strict control to achieve fairness in employment, there was a great fear among the opponents of nepotism in the case of resorting to decentralized recruitment and weak oversight of institutions, the participants also emphasized the promotion and development of the institutional culture, as the participants focused on the importance of changing the current prevailing culture about the government's role in employment and promoting the work culture of young people in partnership with the private sector, and activate the accounting and accountability system in the general

sector as well a percentage of the participants in the dialogue indicated the necessity of modernizing the recruitment system, cancelling the Civil Service Bureau, and creating the Civil Service and Public Administration Authority, as the new authority undertakes strategic thinking in developing human resources in all state institutions, participants also stressed that the newly created body should focus on the oversight and regulatory role of the decentralization transition process in recruitment, many participants also questioned the legislative framework under which the Civil Service and Public Administration Authority would be established.

3. Accountability for employees and officials, focusing on adopting efficiency in recruitment and changing the culture of employees in the public sector, eliminating nepotism in providing services to citizens, enhancing job loyalty, and the need to rely on the principle of reward for achievement among employees, the participants also stressed the importance of enhancing the institutional culture and responsibility of employees in the public sector, regarding leadership, the participants stressed that there is weakness in the leadership working in the public sector and weakness in the use of powers due to the current recruitment mechanism and lack of familiarity with laws and legislation and the continuous change, in addition to the gap between the decision maker and citizen, where the importance of developing and empowering employees and increasing the representation of women in decision-making positions was emphasized, participants made many suggestions, especially experts among them, such as the need for the Public Service and Administration Authority to be linked to the Deputy Prime Minister, the establishment of the Institute of Public Administration by law, the need to adopt job descriptions in all institutions, to follow professional paths, and to adopt the criterion of diversity and inclusion when recruitment, so that people of the governorates have an opportunity in getting jobs, speakers focused on the importance and necessity of training employees at all stages and levels and giving the Institute of Public Administration a greater role in this field.

Third: The Government Services Component

Regarding the component of the government services, the participants in the questionnaire of the governorates and government leaders supported the importance of reaching a digital government by 94% and 97% of the participants, respectively, because of its importance in improving the level of services provided to citizens and reducing nepotism and corruption. Also, 89% of the participants in the governorates and 100% of participants in the government leadership questionnaire supported the importance of complete transformation of payments, there was also an emphasis by the participants on the importance of improving procedures and developing services with direct contact with citizens and developing infrastructure due to the multiplicity of platforms that provide government services the quality of infrastructure varies between regions.

With the almost absolute support for the digital transformation of government services, the discussions highlighted several important observations that must be taken into account, for example, some have raised that the problem with digital transformation does not relay in providing the infrastructure for this transformation, but rather the need to keep pace with the requirements and procedures required by institutions to complete the service or transaction due to the presence of repetition in requesting documents, which increases the time and costs for completing transactions, as well as the issue of the absence or weakness of coordination and consistency between the plan of administrative and economic modernization, for example, in the economic modernization plan, there are initiatives in the health and education sectors that rely on digitization and automation that should have been implemented by the end of 2022-2023 but it is not included in the administrative modernization plan and needs a longer time to be implemented.

Likewise, some indicated that in many cases, part of the service has become digital, and the other part has remained the same, which indicates weakness, integration of services sometimes within the same institution, and between different institutions at other times. Some also mentioned that the plan does not contain the concept of comprehensive services, especially comprehensive educational or comprehensive health services, it was also pointed out that this component did not consider the economic effects of this plan, it was also pointed out in the dialogues that the process of digital transformation and

automation did not consider its impact on the human resources component and the development plan associated with it, it was pointed out that the data is inaccurate and unavailable to service providers in the various sectors that provide services to citizens, and which is essential in the digital transformation process.

Issues not Covered by The Public Sector Modernization Map

The participants in the dialogue in the various governorates of the Kingdom raised several important issues that were not covered by the public sector modernization map, which were as follows:

First: Organizational Structure and Governance Component

1. Reasons and justifications for merging and canceling ministries and institutions.
2. Principles of governance in implementation and evaluation.
3. Excluding independent bodies and institutions, municipalities, the Greater Amman Municipality, and the Ministry of Health from the structure.
4. Developing the organizational structures and institutional performance of the ministries.
5. The existence of a financial reform plan that coincides with administrative reform.

Second: Human Resources Component

1. The absence of criteria and foundations for recruitment, job description, incentive and reward system, and the salary gap between employees in the public sector.
2. Stability of working leaders in the public sector, work continuity, and the measures that the map will adopt to increase women's participation and empower young leaders, and the mechanism for implementing the initiatives included in the map.

Third: Government Services Component

1. Absence of executive plans and focus on services paying off instead of to improve quality of services and facilitate procedures on citizens.
2. Engineering procedures and integration of services provided to citizens between all parties.

3. Coordination between the outputs of the modernization plans because there are initiatives in the economic modernization plan and the public sector modernization map that differ in terms of the time period to implement it.
4. Digital culture and the mechanism of dealing with the elderly and people with disabilities.

In addition to the above, the dialogues during the discussion sessions and the results of the opinion poll and questionnaires resulted in many other issues that were not included in the public sector modernization map, the most important of which are:

- Centralization of decisions and multiplicity of decision-making parties.
- The financial implications that will result from the implementation of the plan and its funding sources.
- The social dimensions of the map.
- Upgrading the infrastructure.
- Ministry of Local Administration and Municipalities.
- Mechanisms and criteria for selecting, motivating, and protecting competencies.
- Delegation of powers, replacement, and job succession.
- Linking with the vision of economic modernization and identifying the intersections between them.

Results of Analyzing the Outcomes of the Dialogue Sessions

According to the analysis methodology that was adopted in order to form a comprehensive picture of the orientations, opinions and suggestions of the participants, all the dialogue outputs were analyzed within the dialogue sessions, which participated in the dialogue that was held in all governorates around 773 participants, about 222 participants fill out the questionnaire and percentage 29% of the total participants. It should be noted that the questionnaire was not distributed in Amman, if the 86 participants in the sessions held in Amman are excluded, the percentage of participants who filled out the questionnaire rises to 32.3%, also 719 participated on the council's social media platform about several initiatives and issues included in the map, the dialogue sessions held in the governorates of the Kingdom resulted in many

participations and perceptions shared by the attendees on the most prominent component of the public sector modernization map and its initiatives in general and intensively, as follows:

Organizational Structure and Governance Component

Opinions varied about the component of the organizational structure and governance and its initiatives, some of them were in favor and some were opposition, and there were general opinions and perceptions about the components of the initiatives included in the map regarding the organizational structure itself.

Discussion issues	Supporting opinions	Opposing opinions
Cancellation Ministry of Labor	<ul style="list-style-type: none"> ▪ The cancellation of the Ministry of Labor and the transfer of its functions to different ministries contributes to reducing duplication of tasks, speeding up procedures and facilitating transactions, and thus the desired streamlining. ▪ In one way or another, the ministry abandoned its most important role, which is managing the unemployment file, and contented itself with focusing on regulating workers' affairs, which does not require an entire ministry to carry it out. 	<ul style="list-style-type: none"> ▪ The need for real adoption of the unemployment file and the organization of the labor market, especially considering the continuous rise in the unemployment rate on one hand and the high demand for expatriate workers on the other hand. ▪ The ministry forms the balance between employers and workers. ▪ The cancellation of the ministry will create great chaos in the labor market. ▪ There is doubt about the readiness of the various ministries to carry out the tasks of the Ministry of Labor.

	<ul style="list-style-type: none"> ▪ With the cancellation of the Ministry of Labor, this would speed up the procedures and facilitate transactions. 	<ul style="list-style-type: none"> ▪ The employment file must be strengthened not only through direct employment (Royal Court), but also through programs aimed at raising the efficiency of youth. ▪ The trend must be towards correcting the current situation in terms of carrying out its tasks, especially since we are not sure the extent of readiness of the various ministries to carry out these tasks. ▪ The inclusion of workers' affairs against (business owners) in the Ministry of Commerce, Industry and Supply is illogical. ▪ The Ministry of Labor is considered one of the vital ministries and has a major role in addressing problems related to labor and labor market, employment and unemployment, and therefore its cancellation will contribute to creating problems affecting the country and the citizen. ▪ The priority lies in expanding its competencies and developing the legislation regulating the labor market, not limiting it ▪ Because economic development cannot be achieved without a safe work environment. ▪ Because the justifications for the cancellation are not clear and illogical.
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		<ul style="list-style-type: none"> ▪ There is a conflict of interests when we merge its functions with the Ministry of Trade, Industry and Supply, and the ministry is a member of the International Labor Organization. ▪ Work and workers are a large sector and need a reference to organize its affairs. ▪ The cancellation of the Ministry of Labor will disperse the workers and increase the burden on the ministries to which the tasks of the Ministry of Labor are added.
<p>Establishment of the Ministry of Governmental Communication</p>	<ul style="list-style-type: none"> ▪ There is a need for a specialized umbrella whose role is greater than speaking on behalf of the government. ▪ Because the role of communication is important and necessary at this stage, therefore, an entity must be specialized in communicating and receiving feedback, ideas, suggestions and inquiries from citizens. 	<ul style="list-style-type: none"> ▪ The justifications for reinstating the Ministry of Government Communication are not convincing, as the problem is not with who leads the media, but rather with the multiplicity of references, so the solution lies in granting institutions independence and freedom of expression. ▪ Because the need is to have communication policies and not a ministry, so that the ministries follow the communication approach drawn by the policy. ▪ Because the Jordan News Agency and the Radio and Television Corporation are a fourth authority, it is not permissible to transfer their connection to the Ministry. ▪ Communication is an approach and should be in all ministries, not one ministry.

<p>Merger of the Ministry of Transport and the Ministry of Public Works and Housing</p>	<ul style="list-style-type: none"> ▪ To merge the Ministry of Transport and the Ministry of Public works and housing have a role in unifying policies and efforts to develop infrastructure. 	<ul style="list-style-type: none"> ▪ Each ministry has different specializations and strategies, and the volume of their work is very large, and the merger will increase the burden on the minister. ▪ There is a decline in the work of each ministry separately, so it is not logical to merge them. ▪ Transport is much broader than the role of infrastructure. ▪ The volume of their business is very large, and the merger will increase the burden on the minister.
<p>Merging the Ministry of Youth with the Ministry of Culture</p>	<ul style="list-style-type: none"> ▪ There is overlap and complementarity in the work of the two ministries. ▪ Ministries have a major role and influence on a large segment of society, especially in changing the culture of society, and the advancement of the moral system. 	<ul style="list-style-type: none"> ▪ Each ministry has different goals and tasks, and the justifications for the merger are not convincing or illogical. ▪ Culture is the soul of the nation and has a role in shaping the identity and thought of the Jordanian citizen, therefore, it must be strengthened and provided with resources, just like in neighboring countries. ▪ There is a need for a national strategy for culture involving all stakeholders.
		<ul style="list-style-type: none"> ▪ Culture is closer to the media, especially since it is not limited to the youth category. ▪ Against merging the Youth Ministry with the Ministry of Culture, because the previous experience was not successful.

<p>Merging Ministry of Education with Ministry of Higher Education</p>	<ul style="list-style-type: none"> ▪ The merger will be a step in the right direction, considering the independence of universities, there is no need for the presence of the Ministry of Higher Education, this agrees with the global trend towards that as well. ▪ Adding vocational training to the university education system is an upgrade in the vocational certificate, which will increase youth's interest in it. ▪ Inclusion will contribute to unifying the policies and decisions of the education path, especially since the policies in general, higher, vocational and technical education are not clear and do not keep pace with the rapid change in education and work. ▪ The necessity of having tools and indicators to measure the results of integration. 	<ul style="list-style-type: none"> ▪ There is a problem with identifications and tasks, as the Ministry of Education will not be able to develop human resources. ▪ It is illogical for a ministry to bear such a huge responsibility and burden, as the Ministry of Education alone needs at least two ministers, one minister of education and one minister of administrative affairs. ▪ The merger will negatively affect the performance of the two ministries and disperse their efforts. ▪ The correct approach is to expand the administrative role of the Ministry of Higher Education to include the management of universities. ▪ The policies that regulate the outputs of education are different from those that regulate the outputs of higher education. ▪ There is a discrepancy in the terms of reference and tasks of the two ministries.
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		<ul style="list-style-type: none"> ▪ There is concern about merging vocational and technical education with education, now, international practices have allocated a specialized regulatory body for this path, because its requirements, inputs, and outputs are different, in which the private sector plays a very big role as well, therefore, there is injustice if we place this burden on the government alone, because it may be unable to manage it. ▪ Human resource development is broader than the education path. ▪ The policies that regulate the outcomes of education are different from those of higher education.
<p>Merging the Higher Education Accreditation Authority with the Skills Development Authority</p>	<ul style="list-style-type: none"> ▪ This merger will raise the value of the vocational certificate, which will change the community's view of vocational education and thus increase the demand for the vocational path. 	<ul style="list-style-type: none"> ▪ It is not wise to merge the Commission for Accreditation of Higher Education Institutions and the Technical and Vocational Skills Development Commission into one body, as each has different objectives, philosophy and procedures. ▪ Against merging the Accreditation of Higher Education Institutions with the Skills Development Authority, because the Accreditation Authority for Higher Education Institutions is very important and must expand its umbrella to include schools, and it is better for it to remain independent, As for the Skills

		<p>Development Authority, it is another matter.</p>
		<ul style="list-style-type: none"> ▪ A regulatory body may not be part of the service provider, the principle of accreditation is that it is independent and has no connection with the ministry.
<p>Transferring the functions of the Technical and Vocational Training Institution to the Ministry of Education and Human Resources Development</p>	<ul style="list-style-type: none"> ▪ Attaching vocational education to the new ministry is considered a completion of the education system. ▪ The equipment of the vocational training centers is better than the equipment of the vocational schools of the ministry. 	<ul style="list-style-type: none"> ▪ It is unfair for the Vocational Training Institution to be cancelled, especially in light of our need for vocational education, its inclusion in the new ministry is good, but the body of the institution should be preserved so that its functions and fees will not be affected.

General Opinions on the Organizational Structure and Governance Component

- The starting point of the restructuring initiatives was on paper, not through the tasks of the institutions on the ground.
- The initiatives were based on the overall generalization, the existing challenges in each ministry are different from the other, the plan must start with details, then the small parts that have been studied are installed to come up with solutions.
- According to the structuring initiatives, whoever sets, implements and evaluates policies is one party, and this is far from good governance.

- According to the principles of good governance, the entity that monitors any sector must be independent of the sector itself, so that it is not under the control of these sectors.
- The justifications for the merger are not clear, if the reason for the merger is to reduce the number of ministers, then a minister in one ministry is not sufficient for all tasks, especially considering the legislative challenges that put pressure on the minister and increase the burden on him.
- The most important thing in the matter of restructuring and merging enterprises is to determine the functionality and coordination between the work and overlapping objectives of the merged institutions.
- Any process of updating the organizational structure must be preceded by accurate studies and methodology that enhance the result, whether it is merging, canceling, or creating a new entity.
- The process of establishing and developing institutions in Jordan was not based on something fixed or something studied.
- The organizational structures of most institutions are typical and unfortunately there is instability, there must be more flexibility for institutions to carry out their tasks.
- Merging ministries is not always an administrative solution, eliminating centralization is the solution.
- The problem of administrative sluggishness varies between the various ministries, but there is a significant and noticeable decline in some service ministries.
- Merger will solve the issue of poor coordination between the different parties, but it is very important with redefining the roles of institutions and ministries, and there is a follow-up to that.
- We, as citizens, are not concerned with the action taken, whether merging or canceling, what we really care about is the reflection of that on the speed of services provided and justice.

Other Suggestions on the Organizational Structure and Governance Component

As for other suggestions there were several proposals among the issues dealt with in the dialogue, and other general proposals on the theme of the organizational structure of the public sector, as follows:

Suggestion Subject	Suggestion
Cancellation of the Ministry of Labor	<ul style="list-style-type: none"> ▪ Benefiting from the best international practices to formulate the tasks of the Ministry of Labor instead of canceling them, as almost no country is devoid of a Ministry of Labor. ▪ In the event of the cancellation of the Ministry of Labor, its functions should be transferred to one entity to avoid the dispersion of tasks.
Establishment of the Ministry of Government Communication	<ul style="list-style-type: none"> ▪ That all communication directorates in government institutions be linked to the new ministry to standardize communication policies.
Merging the Ministry of Transport and the Ministry of Public Works and Housing	<ul style="list-style-type: none"> ▪ Developing the Ministry of Local Administration so that it takes part of the powers of the central government to provide services, for example, public transport goes to municipalities, as happened in Amman Municipality, and urban development is with the municipalities. ▪ Finding a coordination mechanism with water, telecommunications, and others, as all of them are concerned with infrastructure.

<p>Integration of the Ministry of Education with the Ministry of Higher Education</p>	<ul style="list-style-type: none"> ▪ Reconsider naming the new ministry, (Ministry of Education and Human Resources Development). ▪ Determine the goal to be achieved and success requirements in addition to identify tools and indicators for measuring results of merge. ▪ Merging the National Center for Curriculum and the National Center for Human Resources Development into the Ministry of Education, thus achieving the required streamlining and improvement. ▪ There is a global trend towards the cancellation of the Ministry of Higher Education, so that universities are granted financial and administrative autonomy, which raises the quality of education, and gives universities the right to choose their students, hence the proposal to cancel the entire ministry and replace it with a Council for Higher Education Policies. ▪ Maintaining the independence of the National Center for Curriculum Development as universally recognized, so that the Ministry of Education implements it (any teaching of these curricula) especially since the center has made great strides over the past four years.
	<ul style="list-style-type: none"> ▪ Establishing a higher council for human resources represented by education, higher education, vocational and technical education, and the private sector, so that it is responsible for drawing up education policies, and the Ministries of Education and Higher Education implement its policies. ▪ The same approach used in establishing a curriculum center independent of the Ministry should be taken, also, a center

	<p>should be established to set exams, as it is not permissible for students to be evaluated by the Ministry of Education, especially high school students, which allows for the development of a different admission methodology for universities.</p> <ul style="list-style-type: none"> ▪ Focusing on real partnership with the private sector and building the leadership capabilities of human resources, not just knowledge, for this reason, universities must link up with the private sector to reach graduates who are not only looking for a job, but rather create job opportunities. ▪ Merging the National Center for Curriculum Development and the Teachers Training Academy into the Ministry of Education and Human Resources Development, as it is logical for the new ministry to handle the issue of training, especially since (human resources) became one of its duties. ▪ The Ministry of Education and Human Resources Development should play a role in preparing young people for work, whether it is a job or entrepreneurship. ▪ The designation (vocational, technical and technical education) is more comprehensive than vocational education only.
<p>Structuring independent bodies</p>	<ul style="list-style-type: none"> ▪ Studying the cancellation and merging of some independent bodies, as some of them need to be restructured. ▪ Returning independent bodies to their ministries, as they burden the state budget. ▪ Independent bodies cost the government more than half a billion annually. ▪ The priority is to restructure the independent bodies.

	<ul style="list-style-type: none"> ▪ We must go towards the cancellation of independent bodies, instead of what the roadmap came to produce new bodies and units.
<p>General suggestions on the organizational structure and governance component</p>	<ul style="list-style-type: none"> ▪ According to the principles of good governance, the entity that monitors any sector must be independent of the sector itself, so that it is not under its control. ▪ Proposing that each sector have a policy council composed of the government, the private sector, and civil society institutions, all headed by a minister, who proposes policies and alternatives, but does not take decisions. ▪ As for the merger, in principle, it is important, but it is by merging some operations or tasks, and not by merging an entire organization. ▪ That there be a trend towards unifying the organizational structure of government institutions and creating a network to connects these institutions because there is an intersection of tasks and responsibilities. ▪ That the cancellation or merger be preceded by a clear and detailed methodology, taking into account the specialized aspect and the task and service aspect when proposing the merger from an administrative and practical point of view. ▪ The development of the legislation regulating changes in the organizational structure should be accompanied by the development of the minister's duties as well, so that the tasks are distributed within the team and not just the minister.

	<ul style="list-style-type: none">▪ There should be a Ministry of Human Resources that would take on the tasks of the Ministry of Labor, such as studying the labor market.▪ Merging the Service Bureau with the Ministry of Labor so that it is one entity concerned with the issue of work, workers and job seekers and their recruitment instead of transferring some of the tasks of the Ministry of Labor to the Ministry of Commerce.▪ Mainstreaming the development of institutional performance so that it is not limited to the award only, especially the criteria related to the FQM.▪ The development of the organizational structure should include facilitating and simplifying procedures, for example: municipalities' work procedures have a lot of centralization and challenges, whether with the Ministry of Labor, Trade and Industry, or others.▪ Regarding the work of municipalities, the outputs of structuring must be compatible with decentralization, so that services are gradually transferred to municipalities, services in the transportation, energy and health sectors, so that the experience begins in a large municipality and then is generalized.▪ Evaluating and developing the experience of provincial councils, as work is still central, which weakens achievement.▪ Activating the role of the oversight bodies such as the Audit Bureau. The Audit Bureau is the Sharia control body and is present in every institution in every department and every directorate. It collects errors and abuses and submits them in a report, but it does not have any executive authority, and this must be considered.
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	<ul style="list-style-type: none"> ▪ Adopting a periodic approach to evaluating the performance of ministries every six months by the prime minister, so that each ministry is required to submit a plan for the next session, and so on. ▪ Establishing a single entity concerned with regulating economic activities in Jordan, to replace the Ministry of Industry, Trade and Supply and the Ministry of Planning, which unifies policies and limits multiplicity of agencies involved in drawing up economic strategies in Jordan. ▪ With regard to regulating the health sector, there are more than one authority working in this sector, public and private, medical services and universities, and all agencies are independent and there is no authority over everyone, so it must be organized in a different way while preserving the privacy of each authority, such as activating the role of the Jordanian Higher Health Council which was found for this purpose. ▪ Suggesting that the Health Council be a supervisory body for the public and private health sectors. ▪ The work of the Ministry of Health must be reformulated to focus on primary health care (That was distinguished by it) to reformulate its work regarding hospitals, because the current situation is a disaster for Jordan. ▪ Merging the Ministry of Agriculture with the Ministry of Environment. ▪ Changing the name of the Ministry of Trade, Industry and Supply to the Ministry of National Economy. ▪ Re-establishing the Board of Grievances. ▪ Merging the Ministry of Investment with the Ministry of Labor.
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	<ul style="list-style-type: none">▪ A proposal to merge vocational training with the Ministry of Youth.▪ Merging the Ministry of Labor with human resources so that it works to develop and train human resources sectorally.▪ Reconsider merging the Public Security Directorate, the General Directorate of Civil Defense, and the General Directorate of the Gendarmerie.▪ Merging the Ministry of Energy and Mineral Resources with the Ministry of Environment, especially since there is complementarity in their roles.▪ Integration of government funds and institutions that help citizens to unify expenditure.▪ Establishing a Ministry of Happiness with the aim of reaching common ground between the citizen and the government, and it could also focus on the ease of services provided to people of determination and their families.▪ Establishing a department of customer happiness in government service institutions to assess citizen satisfaction with the services provided and to collect feedback.
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Questions and Inquiries about the Organizational structure and Governance component

Concerning Questions and inquiries about the organizational structure and governance component, there were several questions among the issues addressed in the dialogue, and other general questions about the organizational structure component of public sector, as follows:

Inquiries	Questions or Inquires
<p>The organizational structure and governance component in general</p>	<ul style="list-style-type: none"> ▪ Was the opinion of the employees of the relevant ministries taken in the merger or cancellation process? ▪ On what basis was the restructuring done, were the stakeholders consulted? ▪ We have previous experiences in merging ministries, did you learn the lessons when you suggested structuring initiatives? ▪ Is the merger physical, or is it a merger in labeling only, and each ministry remains in its own building? In other words, will there be a redrawing of tasks and a real merger of some directorates, or is the merger merely nominal? ▪ Will the merger lead to conflicting tasks? Is it a formal merger, or will it be accompanied by an amendment to the governing legislation? What are the principles and criteria that will be followed in the merger? ▪ What is the purpose of merging ministries, is it to reduce costs or reduce duplication of tasks? ▪ Why did the map exclude the Municipality of Amman from the structure? ▪ Is the merger of ministries only for the sake of consolidation? What are the goals of the merger? ▪ What will happen to the employees whose ministries will be canceled or merged?

	<ul style="list-style-type: none"> ▪ What is the basis adopted when applying the merge? ▪ Regarding the merger of the Ministries of Youth and Culture, the merger and cancellation took place more than once. What is the justification for the merger? ▪ Will the restructuring initiatives lead to simplification of procedures and reduce operations, or is it only a physical consolidation? ▪ We have previous experiences in merging ministries, did you learn the lessons when you suggested structuring initiatives? ▪ Regarding the issue of merging ministries, will the citizen feel the effects of the merger or cancellation? ▪ There is a problem with the procedures and their smoothness now before the merger, so how after the merger? ▪ Is there a merger allowance plan? Privatizing some tasks, for example? ▪ What will happen to the employees whose ministries will be canceled or merged? ▪ The goal in this component is to meet the citizen's ambition, which is flexible, how will reaching the citizen's ambition be measured in Amman and in the governorates?
<p>Structural modifications to the work sector</p>	<ul style="list-style-type: none"> ▪ Was the trend towards cancelling the Ministry of Labor based on a real analysis and evaluation of the problem? Is the problem in the role of the Ministry of Labor? Or in legislation? Or in the performance of the ministry? Where will the tasks of managing the labor law, interests of workers and employers, and monitoring expatriate workers go? ▪ Will the ministries transferred to, will be able to carry out the tasks related to the labor law? ▪ The map mentioned the mechanism for distributing part of the ministry's tasks, but what about the rest of the tasks? Who will do the rest of the tasks? For example, who will chair the

	<p>councils of the institutions headed by the Minister of Labor? Whose unions will you follow? Will it belong to the Ministry of Industry and Trade, which originally represents employers? Why were not the stakeholders consulted? How did this recommendation come about and what are its justifications?</p> <ul style="list-style-type: none"> ▪ Who will take over the unemployment file when the Ministry of Labor is cancelled? ▪ Where exactly will the ministry's tasks move? We are talking about great chaos in the labor market if you do not specify these details, also, who will be concerned with receiving labor and worker complaints? Who will be responsible for the unemployment file? ▪ How is it proposed to cancel the Ministry of Labor and transfer its functions to each of the Ministry of Trade, Industry and Supply and the Ministry of Interior, despite the disparity in their work? ▪ Regarding the cancellation of the Ministry of Labor, who will take over the presidency of the Social Security Corporation, the Vocational Training Institution, the Social Security Investment Fund, and the Development and Employment Fund, which are currently headed by the Minister of Labor? ▪ What is the merger mechanism and the application mechanism and stages? ▪ Is there a study proving that the Ministry of Labor is negligent in its performance??
<p>Structural modifications on the education sector</p>	<ul style="list-style-type: none"> ▪ Regarding the cancellation of the vocational training institution and the transfer of its functions to the Ministry of Education and Human Resources, currently the percentage of those enrolled in post-compulsory secondary education is 77%, i.e., there are 23% who are not enrolled in education,

	<p>but some of them are trained in the centers of the vocational training institution, the question is who will be responsible for their training, especially since the training will be in coordination with the private sector?</p> <ul style="list-style-type: none">▪ Will the merger increase the administrative units? Will the tasks be coordinated so that they do not overlap, especially since the two ministries are based on serving nearly 3 million of citizens?▪ Who is this great person who will manage this huge system? In my opinion, merging the two ministries will be the final nail in the coffin of education, also, nurseries and vocational education will be included under the merger, if the current system is limping, then how after the merger?▪ For the accreditation body, it is a supervisory body, how can it be part of the service provider?▪ Regarding canceling the Vocational Training Institution and appending its functions to the Ministry of Education and Development Human resources, will the privileges of education staff, such as honoring teachers and others, apply to vocational training employees?
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Issues not Covered by the Organizational Structure and Governance Component

The outcomes of the dialogue in the governorates resulted in the existence of many issues that were not addressed in the map in this axis, related to the following:

1. Reasons and justifications merge and cancel for ministries and institutions,
2. Not following the principles and foundations of governance in implementation and evaluation when merging, as it is one entity.
3. Excluding independent bodies and institutions, municipalities, the Greater Amman Municipality, the Ministry of Health and the Higher Health Council from the structure.
4. The map does not address the development of organizational structures and institutional performance.

Human Resources Component

Opinions about human resources and its initiatives varied, some were in favor and some were opposition. There were also general opinions and perceptions about the human resources component itself, the following tables review the most prominent opinions within this component:

	Opposing opinions	Supporting opinions
Cancellation of the Civil Service Bureau	<p>The cancellation of the Civil Service Bureau is the biggest calamity that will face the Jordanians, because at least it works according to the role system, despite nepotism.</p> <ul style="list-style-type: none"> ▪ Against the cancellation of the Civil Service Bureau and the trend towards decentralization in recruitment, especially in light of nepotism, the problem of recruiting competencies will grow even more. ▪ Against the cancellation of the Civil Service Bureau, but at the same time with the amendment and development on the source and criteria. ▪ Against the cancellation of the Civil Service Bureau, why to cancel it? It is possible to maintain the institution with the amendment and development of its functions. ▪ Maintaining the Civil Service Bureau with a clarification of the concept of public office and moving towards a (re-recruitment) system in which the employee remains in his job unless he is offered another (higher) job and is reappointed 	<ul style="list-style-type: none"> ▪ With the cancellation, but if there is a follow-up to the principles of good governance in the development of the functions of the Bureau. ▪ The time has come to work on the Service Bureau and organize it in a better way. ▪ With the cancellation of the Civil Service Bureau, because it is highly centralized. ▪ There is a strategic dimension, which is the termination of a culture among young people that the state employs, cancellation of the bureau is a source of real pride. ▪ The trend towards decentralization in recruitment is a global trend. ▪ The que system led young people to wait for their turn, but it did not keep up with the knowledge and technological development. <p>With the cancellation of the que system, because although it appears to be</p>

	<p>based on certain principles and conditions.</p> <ul style="list-style-type: none"> ▪ The tasks of the Civil Service Bureau must be developed without turning it into a body, but rather that there be training for employees and development in procedures without creating a new body. ▪ Maintaining the que system but updating its system to suit the competencies required in the labor market. 	<p>fair in terms of selection, it is unfair to government institutions, but in return we need honest recruitment committees such as judges</p> <ul style="list-style-type: none"> ▪ We need a fair and transparent new system that targets talent. ▪ We need to develop the civil service system, as it is currently the cemetery of youth employment and the target group. ▪ With the transformation of the Civil Service Bureau into an authority, whereby a law is established to launch the authority, supervise the authority's systems, give it the status of the judicial police, and give it the role of administrative oversight.
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<p>Decentralization of recruitment</p>	<ul style="list-style-type: none"> ▪ Decentralization in recruitment is a disaster, especially in the complete absence of governance. ▪ There are a lot of round about ways to get hired through interviews. 	<ul style="list-style-type: none"> ▪ With the modernization of the recruitment system, the cancellation of the Civil Service Bureau, and the creation of the Service and Public Administration Authority, so that the role of the Authority becomes a strategic and thoughtful role that supports the ministries instead of the previous traditional, procedural role of the Service Bureau. The Authority can also have the role of observer and organizer of the decentralization process in recruitment (Direct recruitment) Which use new tools such as interviews and exams, which increases the opportunity to attract competencies. ▪ We need to develop the civil service system, as it is currently the cemetery of youth employment and the target group. ▪ Organizational and administrative procedures in the matter of recruitment must
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		<p>be based on competence and not on a specific job age.</p>
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The following is a list of general opinions about the human resources component and other topics related to human resources management in the civil service:

The Topic of the Intervention	Opinions
<p>General opinions about human resources component</p>	<ul style="list-style-type: none"> ▪ The initiatives introduced by the human resources component did not go in depth of the government sector work, nor did it reach the field, just as the strategic goals are visions and aspirations, and they are far from formulating real and realistic strategic goals, so they must be reconsidered. ▪ The change in management and the change in the institutional culture of the employees is linked to the economy and the state of the national economy. ▪ Human resources have a major role in reforming governmental and institutional performance all over the world, and the concept of human resources is not limited to managing personnel affairs (as it is customary in our institutions). ▪ The map did not adequately consider the employees' value system, as the value and

	<p>cultural dimension is no less important than the procedural dimension.</p>
<p>General opinions about recruitment in the civil service</p>	<ul style="list-style-type: none"> ▪ There is a great need to increase recruitment in some service centers, such as the recruitment of doctors in government centers and hospitals. ▪ Regardless of the procedure that will be followed about the Civil Service Bureau, it is important to find a fair recruitment system. Weakness of justice has increased the lack of trust between citizens and the government. ▪ There is a problem with recruitment without need. In all universities of the world there is one administrator for each academic, but in our universities the ratio is three administrators for each academic, and this is the most prominent effect of nepotism. ▪ The current Civil Service Bureau seems fair in employment in the health and education sectors. As for the rest of the sectors, the mechanism is devoid of transparency and the conditions are sometimes illogical. ▪ Hiring the right person in the right place is an essential point when talking about modernizing public administration.

	<ul style="list-style-type: none"> ▪ Regarding the issue of recruitment, it should be at the level of the Kingdom and not according to regions, which reinforces sub-identities.
<p>The prevailing culture of the civil service</p>	<ul style="list-style-type: none"> ▪ The role of the state is to draw up policies and contribute to employment through building a real partnership with the private sector. Clarification of this role is important in order to challenge the prevailing culture that the state is the employer. ▪ Work must be done on the concept of public work for the employee and the citizen. ▪ Citizens' culture should be modified that the Bureau is an employment agency. ▪ Regarding the stagnant majors' report issued by the Service Bureau, this report is not only based on the needs of the public sector regardless of the private sector, but also focuses on the idea of employment among young people and that specialization governs a person's career path. ▪ Regarding the talk about cancelling the Service Bureau, we also need to change the culture of placing the burden of employment on the government and holding young people responsible for developing their own skills. ▪ I think we have to address a culture (Whoever enters the house of Abu Sufyan is safe) Which all

	<p>government employees deal with, and it is the reason behind the administrative sluggishness.</p>
<p>Challenges of managing human resources in the civil service</p>	<ul style="list-style-type: none"> ▪ The absence of an accounting or accountability system for anyone responsible for his decisions, the same applies to employees for their performance. ▪ The biggest challenge is that successive governments want to employ relatives; our real problem is nepotism. ▪ The civil service system with penalties and incentives applies only to employees of the Ministry of Education. ▪ Human resources management tools related to planning, formation schedule and evaluation need a lot of development, especially in light of the prevailing social culture of connections and favoritism. ▪ There is an absence of job descriptions, especially for municipal employees. ▪ There are problems with public employee valuing. ▪ There is a distortion in the matter of salaries, especially in supervisory positions, you find the difference between the ordinary employee and the employee in supervisory positions between 10-25% this eliminates the incentive to reach leadership

	<p>positions, the difference must be greater (As in the private sector).</p>
<p>Human resources management in the civil service – leaders</p>	<ul style="list-style-type: none"> ▪ Public administration has reached its peak, then it began to retreat, and in both cases the issue is related to the leaderships, if the leaderships are organized and have competence, then the rest of the system is organized as well. ▪ Weak leadership is mainly caused by favoritism and nepotism, and to reach governance, we must overcome favoritism and nepotism. ▪ We are unable to make decision-makers who lead the process of change and modernization and leave a good impact; therefore, political reform is the one that leads the reform process, and without it, the second reforms will not see any light. ▪ The mechanism of decision makers' access to decision-making positions is marred by corruption (like buying votes). ▪ We do not have decision makers who leave an imprint of any so-called (leader). ▪ The minister and the secretary general are employees and not policy makers, especially in light of the constant changes in the government, policies and strategies should not be affected by successive governments.

	<ul style="list-style-type: none">▪ We have a crisis in the first and second persons in charge, and the ability to use powers and take decisions.▪ Modernization is not an issue of legislation, but rather an issue of leadership, we have a defect, especially in the system of appointing senior administrative leaders such as the Secretary-General and the Director-General.▪ There is a complete disconnect between decision makers and citizens.▪ The most important element is to focus on building the capabilities of leaders, which will be reflected on the employees.
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Human resource management in the civil service - an empowering work environment

- Incentive and reward systems need to be developed.
- There must be tools to distinguish a good employee from a not-so-good employee, because the current system frustrates a good employee because he gets the same evaluation, which leads to a decline in his performance.
- As for motivating the cadres, it should be through allowances.
- It is necessary to protect the employee from moodiness at work and from frequent administrative changes that are also followed by moodiness.
- Human resources are the focus in this system, we are aware of the problem of weak job loyalty, the starting point may be to address the management approach and then the personnel.
- The government employee needs to modify the behavior, especially the employee who works for the service agencies, behaviors such as feeling that he owns the institution and therefore has the right to choose how and when he will provide the service as well as other behaviors related to discipline in time and the delivery of work to the fullest.
- Endorsement of the proposed approach in the map about empowering and training public sector employees.
- It is very important to reformulate the concept of the public employee, in terms of empowering him,

	<p>and putting him in the right place so that we can benefit from him.</p> <ul style="list-style-type: none">▪ There is moodiness at work among many employees and this is a hindrance that needs to be addressed.▪ The trend towards empowering and motivating government employees is a good trend.▪ One of the reasons for the decline in performance is that the career ladder is not clear, especially the development of the employee to reach leadership roles.▪ One of the most important reasons for the challenges mentioned in the map regarding the weakness of the public employee is the absence of the incentive element, especially the financial one.▪ Human resources development is the basis of the public sector reform process, to confront administrative slackness, work must be done to empower and motivate employees.▪ Public sector employees need more attention, they need development, rehabilitation, and empowerment, in addition to performance monitoring, accountability and punishment.
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<p>Human resources management in the civil service - capacity development</p>	<ul style="list-style-type: none"> ▪ It must be emphasized the importance role of the Institute of Public Administration as an institute to enrich the knowledge, experience and vision of employees, and it must be a condition for the promotion of employees to pass training requirements through the institute, just like the armed forces. ▪ Developing the performance of employees is more important than developing the structure, which is the basis. ▪ According to the principle of good governance, the development of employee capabilities precedes good governance, in the sense of empowerment precedes and then accountability and strengthening. ▪ The main reason behind the low level of services is the employee himself, unfortunately, employees do not know the law and do not respect time. ▪ One of the reasons for the evasion of investors, in addition to the confusion of laws, is the lack of employees knowledge of the law.
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Other Suggestions on the Human Resources Component

As for the suggestions on the human resources component, there were several suggestions among the issues dealt with in the dialogue, and other general suggestions as follows:

- Regarding the Public Service and Administration Authority, the proposal was to associate it with a strong and sustainable deputy prime minister to ensure the implementation of what is required of it, it also requires an institutional and organizational structure and legislative amendment.

- Examine the model used in the military apparatus in terms of promotions and training and apply it on the civilian public sector for its success.
- The importance of women's representation in decision-making positions must be considered, as their representation is very weak in ministries, and gender mainstreaming policies must be considered.
- Construction of (Ministry of Human Resources) It includes the Human Resources Development Center and the Civil Service Bureau and is responsible for planning human resources in the two sectors.
- That the Institute of Public Administration have a law and a board of directors linked to the prime minister.
- The instructions governing the civil service must be changed, so that recruitment in the public sector is based on competency rather than seniority, and that reward be linked to performance, (Now the bonus has turned into a second salary), also activating the punishment, and the employee must be accountable for any default, and finally, there must be a real evaluation of performance, (evaluate all government sector employees 90% and above).
- Reconsidering the internal control units in the ministries, is it possible that they are subordinate to the minister and appointed through the minister?
- Studying the psychological factor of employees, for example: job satisfaction of employees as it is mainly related to performance.
- Establishing a governmental institutional framework that focuses on women's political and economic participation.
- There should be a plan that follows attracting talents and recruitment of human resources, the greatest benefit must be achieved after training and qualifying the employees.
- To move from the concept of personnel management to human resource management and from there to human capital management.
- Notifying citizens of the timeline for the cancellation of the Service Bureau.
- That the development of human resources is not limited to punishment and accountability, but also to reward and incentives.

- Follow the armed forces approach in empowering leaders, so that every manager qualifies a technical director and an administrative director.
- Controlling the changes of the structure and personnel that follow the arrival of a new minister to his ministry in order to ensure the continuity of the workflow.
- Empowering young leaders.
- It is true that we are suffering from a decline in the level of services, but if we investigate the causes of these challenges, we will find that there is a weakness of the employee in knowing the laws related to his work, so the suggestion was to give the issue of training and qualifying the employees a priority.
- Use of artificial intelligence to reduce favoritism and nepotism.
- A clear job description and training plan must be drawn up for all employees.
- Considering the community's reservation on the name (Body) When naming the new institution that will replace the Civil Service Bureau.
- A proposal to include the Civil Service Bureau in the Ministry of Modernization of the Public Sector and the Jordanian Institute of Public Administration.
- Importance should be placed on building the capacities and skills of employees who have direct contact with citizens, particularly municipal employees, as their work needs to be organized (through legislation).
- Criterion of diversity and inclusion when recruitment must be taken into consideration, so that people of the governorates have an opportunity to get jobs.
- Regarding job pricing, it was proposed to unify wages with the educational qualification, regardless of the place of work, especially since this will enhance job loyalty because it is a fair system.
- Usually, employees are reluctant to change or develop procedures, so it is important to develop a change management plan.

Questions and Inquiries about the Human Resources Component

As for the questions and inquiries about the human resources component, there were several questions among the issues dealt with in the dialogue, and other general questions about the organizational structure of the public sector component, as follows:

The Subject of the Inquiry	Questions or Inquires
<p>General inquiries about the human resources component</p>	<ul style="list-style-type: none"> ▪ In terms of implementation, where do we start? It must move from the centralization of human resource management to decentralization, and this is consistent with the principles of modern management, and what are the operational procedures that you will take to implement what is stated in the plan? How will you activate oversight and accountability? ▪ Will the plan deal with activating the principle of flexible working hours and creating the infrastructure through digitization platforms, especially for women, as it facilitates and encourages their entry and continuity in their involvement in the labor market, whether private or public? ▪ There are 7 initiatives in the executive program of the plan that must be implemented by the end of the year 2022, so is it possible to implement 7 initiatives within two months? ▪ One of the most important challenges in this component is the constant change in leadership positions and its negative impact on the continuity of work, how will the map address this problem?

<p>Cancellation of the Civil Service Bureau</p>	<ul style="list-style-type: none"> ▪ What is the proposed new mechanism? ▪ How will the role move from a procedural role for the Civil Service Bureau to a supervisory role? How will the role of the Bureau represented in developing the capabilities of employees, training, activating the principles of recruitment and promotion, and activating accountability, and this did not happen during the previous years, and its part remained limited to preserving the que of applicants in the competitive que? ▪ There are several amendments to Article 9, which pertain to the Civil Service Bureau, during the past few years, why all these amendments? ▪ Regarding the cancellation of the Civil Service Bureau, is there no injustice against those who have been waiting for many years? What will their reaction be? ▪ What is the difference between the role of the Body and the role of Civil Service Bureau? ▪ According to the map, it is proposed that the Civil Service Bureau be cancelled in 2027, what are the procedures that will be followed during the next five years (the transitional period)? ▪ We have previous experience in cancelling the Civil Service Bureau, but what happened? Nepotism penetrated? What's the difference? How will the proposed idea address this problem? ▪ What are the implications of dispensing with the Civil Service Bureau? ▪ What are the new criteria in which employees will be appointed? ▪ How will you decentralize recruitment?
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	<ul style="list-style-type: none">▪ The map is ambitious and the idea of cancelling the Civil Service Bureau is a wonderful idea, but how do we bypass nepotism if the system of direct (decentralized) appointment is followed?▪ Regarding the cancellation of the Service Bureau and the transition to decentralization in recruitment, how will stored applications for owners who have been waiting for many years be canceled?▪ The cancellation of the Service Bureau and the transition to decentralization means that each ministry has its own system for recruitment, will there be criteria for recruitment? Who will monitor it? What is the mechanism?▪ With regard to the cancellation of the Civil Service Bureau, the right is lost, it is one entity, and it has corruption in it, what will the situation be like if we move towards decentralization and have multiple entities? How will the new system address this problem?▪ The Civil Service Bureau has clear foundations for recruitment, while there is a development of various contractual methods whose foundations are unclear, will the new body have a role in drawing up and monitoring recruitment policies?
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<p>Leaders</p>	<ul style="list-style-type: none"> ▪ With regard to qualifying leaders, what are the bases for selection and how are names nominated for training, and why is the focus always on the criterion of years of experience, and that experience outside the institution is not counted? ▪ Regarding women's access to leadership positions, my question is, where are the women in the governorates? ▪ The map affected the issue of preparing young leaders, what are the procedures? ▪ Will there be a clear system for selecting decision makers?
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Issues not Addressed by the Human Resources Component

The outcomes of the dialogue in the governorates resulted in the existence of many issues that were not addressed in the map in this component, related to the following:

1. Failure to consider the system of corporate values and culture of employees in the public sector.
2. Absence of criteria and foundations for recruitment, job description, incentives and rewards system.
3. The wage gap between employees in the public sector.
4. Ensuring the stability of the leaderships working in the public sector and the continuity of work and the procedures that the map will adopt.
5. Procedures for increasing women's participation and empowering young leaders, and the mechanism for implementing the initiatives included in the map.

The Government Services Component

Opinions varied about the government services component and its initiatives, so some were general, and others focused on aspects such as comprehensiveness and integration of services, infrastructure and institutional culture, the following table reviews the most prominent opinions within this component:

Subject of the Intervention	Opinions
General opinions about the government services component	<ul style="list-style-type: none"> ▪ It is pleased to see that there is a tendency to establish more comprehensive service centers, which have proven their efficiency and made it easier for the citizen. ▪ There are some initiatives such as cloud solutions that must be implemented towards the end of 2024, this is a big challenge, as it takes a long time. ▪ There is a weakness in the level of achievement regarding e-government, especially when compared with neighboring countries. ▪ Regarding digitization and the so-called e-government, the plan must be realistic, especially in the absence of operational plans. ▪ In the seventies and eighties, Jordan was exporting competencies to neighboring countries and was a pioneer in management, but today it is at the bottom of the ranks, especially in the matter of e-government. ▪ Governance and digitization will reduce corruption.

	<ul style="list-style-type: none">▪ It is the duty of management to continue and develop the services provided.▪ The low quality of government services provided is a direct reflection of the weakness of these leaders, especially the middle leaderships.▪ Electronic services and human resources systems are witnessing rapid progress in all countries, unfortunately, we are progressing very slowly, although we have bright minds, and we hope to benefit from them.▪ This is a very important component, and we fully agree that we need a complete transformation of digitized services.▪ Progress in e-government services is progress in collection methods, on the other hand, we do not witness progress in services that make it easier for citizens and save time and effort.▪ The electronic linking process between government institutions is still slow and in need of development.▪ The electronic connection must be fast.▪ The citizen seeks to improve services regardless of the system or procedure on which the improvement of services was based.▪ With the digital transformation to have an impact on speeding up and facilitating procedures.▪ What I care about as a citizen is that these efforts lead to fast and easy electronic services through a unified electronic platform.
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	<ul style="list-style-type: none"> ▪ With the trend towards digitization and automation of services but taking into consideration its application in a complete technical manner.
<p>Comprehensiveness and integration of services</p>	<ul style="list-style-type: none"> ▪ We need to re-engineer the procedures, so that the number of procedures required to complete the transaction becomes less, due to the presence of duplication in requesting documents, which increases the time and costs required to complete transactions. ▪ Data cleaning is very important, and it must be correct in the event of linking with government systems, currently, there is progress in organizing individual data because the individual is authorized on his own behalf, as for companies, there is a great effort and things are more complicated. ▪ Government services provided to citizens are horizontal, not vertical, between departments and ministries, therefore, service providers must be separated in any structuring process in order to ensure continuity, so as not to start over every time. ▪ The dissatisfaction of citizens is not because the service was not well provided electronically, but because the services are not integrated, so the procedures and laws related to the provision of services must be reconsidered and reviewed. ▪ The services that have been focused on in the roadmap are so-called collection services, and we

	<p>must focus on improving the quality of services so that they serve the citizen and facilitate his life.</p> <ul style="list-style-type: none"> ▪ There is a problem with the multiplicity of platforms that provide the service, which makes it difficult to know these services and how to access them, there must be a unified application to facilitate access to these services. ▪ There is a high bureaucracy in the procedures and services provided and they are extended. ▪ We must pay attention to the infrastructure necessary for digital transformation so that we can rely on it and really be the solution that speeds up and facilitates services.
<p>Institutional culture</p>	<ul style="list-style-type: none"> ▪ Government services need improvement in terms of procedures and in the ones who are in charge to provide the service (front office employees). ▪ We need access to digitized services that reduce friction between the citizen (service recipient) and the public employee. ▪ The time has come for us to overcome the mood of public servants when providing services to citizens. ▪ Government service departments do not receive the same respect that service recipients of the private sector receive from service recipients (citizen).

<p>The multiplicity of platforms and the costs of providing the service electronically</p>	<ul style="list-style-type: none"> ▪ The costs of automating services must take into account what is in the interest of everyone, the foremost of which is the citizen, as we feel that some government agencies have a tendency to consider the provision of electronic services as an opportunity for profit, while in fact it is a national opportunity based on providing digital services and depends on the ability of banks to link with government systems and share access data in a safe, easy and fast way. ▪ With regard to digitized payments, the state has allowed to benefit from parties we do not yet know who they are. ▪ The computerization of some procedures against the citizen, for example (The difference in application fees from one governorate to another, inflexible and difficult systems such as Hakeem).
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Other Issues that were not Addressed by the Government Services Component

The outcomes of the dialogue in the governorates resulted in the existence of many issues that were not addressed in the map in this component, related to the following:

1. lack of operational plans.
2. Focusing on payment and collection services instead of improving the quality of services and facilitating procedures for citizens.
3. The lack of clarity of the mechanism of engineering procedures and the integration of services provided to citizens between all parties,
4. How to coordinate between the outputs of the modernization plans because there are initiatives in the economic modernization plan and the public sector modernization map that differ in terms of the time period for their implementation.
5. Also, this component did not include digital culture and the mechanism of dealing with the elderly and people with disabilities

Suggestions about the Government Services Component

As for the suggestions on the government services component, there were several within the issues dealt with in the dialogue, and other general as follows:

- Digital transformation, not automation, which requires an information system for human resources (HRIS) for all institutions and it is linked with the Royal Court.
- Legislative procedures must be considered, and the powers granted to service providers must be re-simplified, when digitization is introduced, decision-making powers must be granted to benefit from it, such as conducting an electronic tax return that needs to be accompanied by the power of decision-making for whoever implements it.
- The development of selection and recruitment criteria should be gradual.
- There must be a tendency to take advantage of the huge amount of data contained in each ministry and link it to the human resources component as well.
- The percentage of automated government services does not exceed 18%, or 442 services out of 2460, therefore, it was suggested that Jordanian universities be used through dedicated programs aimed at benefiting from the entrepreneurial capabilities of youth.
- Considering the disparity in infrastructure in different regions when providing government and digital services.
- There is no doubt that there is a will for reform, but the focus must be on developing basic services that have direct contact with citizens, such as health services.
- With regard to comprehensive service centers, they have been very successful in the Corona pandemic, so they should be generalized.
- Training of employees and cadres based on digitization to speed up work.
- The need to work to enhance the culture of dealing electronically with automated teller machines and the use of e-government platforms.
- Address the scale of urban prosperity (City Index) to identify the services that must be provided to citizens, and from it begins the strategic planning that is translated into measurable executive programs, in addition to building the capacities of those in charge of implementing these programs.

As for questions and inquiries about the Government Services Component, there were several questions among the issues addressed in the dialogue, and other general questions about the Organizational Structure of the Public Sector Component, as follows:

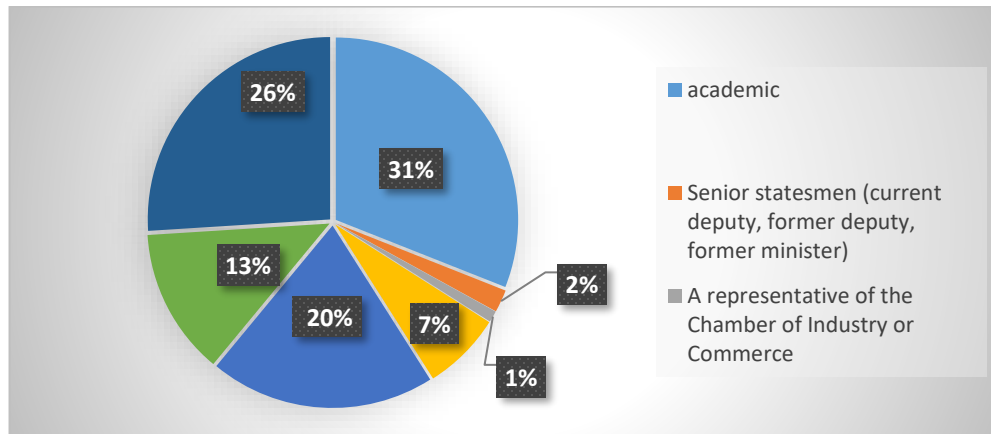
- Jordan is one of the highest countries that provide services to citizens compared to other countries, as it provides around 2400 service, how long will this situation continue, and will the government be able to implement this number of services in the medium and long term?
- According to the economic modernization plan, there are initiatives in the health and education sectors that should be implemented by the end of this and next year, based on digitization and automation, but in the public sector modernization plan, these issues need to be postponed and need a longer time to implement them, how is the coordination between the outputs of the modernization plan and the outputs of the roadmap?
- The government moved towards automation and digitization ten years ago, and to this day the citizen does not feel that the work mechanism in government departments and institutions has changed, we still complain about bureaucracy, will there be efforts to change the employee's mentality and culture in order to deal with modern systems?
- What is the difference between the new payment system and the ministry is currently using MadfoatCom?
- Digital signature is now available, but it is not activated or approved, what is required to enable it on a large scale?
- What is the mechanism by which digitization will take place in a way that suits the elderly and people with disabilities as they form 25% of the population, how will the service be provided to them, especially in the absence of digital culture among them?
- How can institutionalization be applied in the implementation of strategies and plans so that they are trans-governmental in relation to plans for digital transformation and automation?
- With regard to the executive initiatives in the government services component, it was mentioned that the private sector should be involved in comprehensive service centers, we want clarification.
- Reaching 100% of the digitized services, do we have the trained and efficient human resources?
- Do we have the necessary equipment, technologies and software for digital transformation?

- Do we have a study that analyzes the feedback from the recipients of electronic services to see if it is easy or difficult and takes their observation into account?
- Is access to 100% of services digitized by year 2025 realistic goal?
- Regarding digitization and computerization, why are teachers still required to fill out the grade sheets manually? There are many examples of that?
- What are the operational plans to reach the digitization ambitions on the map?
- Are all citizens able to keep pace with digitization? What is the alternative for those who cannot and do not have digitization requirements?
- Regarding the establishment of comprehensive service centers in the governorates, will it be reflected in the dispensation of the administrative units in the governorates or their merger? Is there a clear vision?
- Why did digitization succeed in the General Tax Department and not in other institutions?
- How will the digital transformation be in the governorates and municipalities?
- What is meant by comprehensive service centers, and will financial matters be an obstacle?

The Results of the Questionnaire about the Public Sector Modernization Map in the Governorates

222 people participated in filling out the questionnaire, of whom about 33% were females and 67% were males, the number of participants holding a bachelor's degree or higher was about 91% of the participants, the nature of the work of the participants was distributed among academics 31%, civil society 26%, students 20%, provincial councils 13%, professional and labor unions 7%, deputies and former ministers 2%, and chambers of industry and commerce 1%.

The Work Nature of Participants

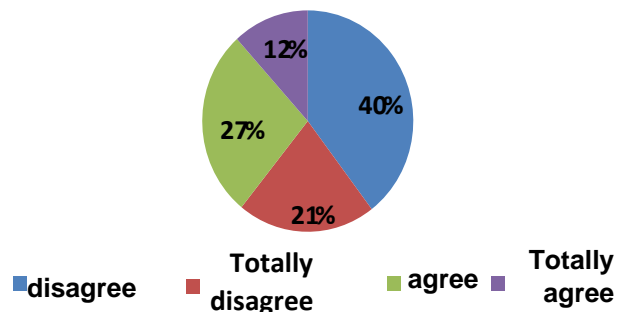


The results of the questionnaire varied on the issues that were raised within the theme of the organizational structure and governance and its initiatives in the governorates, some of which were in support and some were opposition, among the most prominent results of the questionnaire regarding these issues:

Case No (1): Cancelling the Ministry of Labor and transferring its functions to the Ministry of Interior and the Ministry of Industry, Trade and Supply.

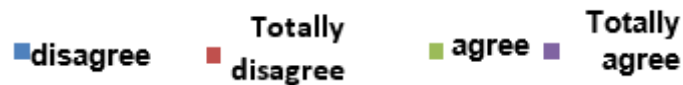
The percentage of participants opposing the cancellation of the Ministry of Labor 63 % as supported by about 37%.

Cancelling the Ministry of Labor and transferring its functions to the Ministry of Interior and the Ministry of Industry, Trade and Supply



Case No (2): Establishment of the Ministry of Education and Human Resources Development.

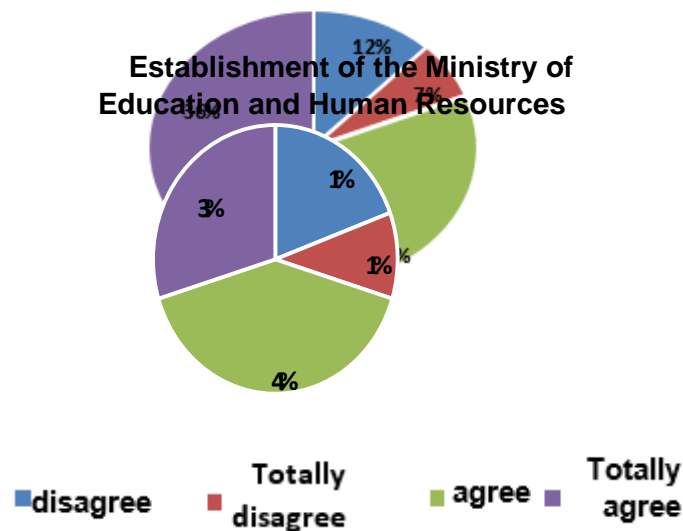
The percentage of participants who oppose the establishment of the Ministry of Education and Human Resources Development reached 29%, while about 71% of the participants supported the establishment of the Ministry.



Case No (3): Merging the Ministries of Transport and Public Works and Housing into one ministry to become the Ministry of Infrastructure Services.

81% of the participants supported the merger process, while 19% of the participants opposed the merger of the Ministries of Transport and Public Works and Housing into one ministry, to become the Ministry of Infrastructure Services.

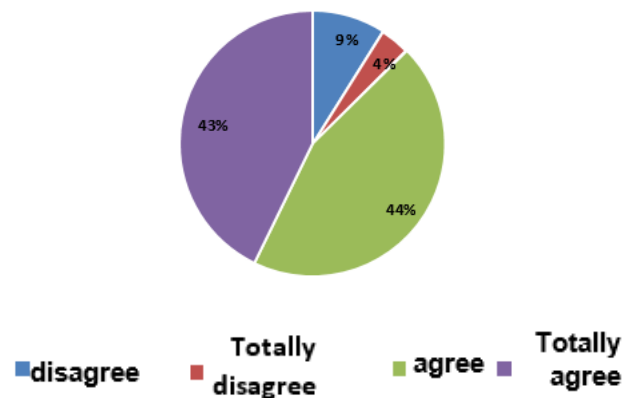
Merging the Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services



Case No (4): Merging the Ministries of Culture and Youth into one ministry to become the Ministry of Culture and Youth.

87% of participants in the questionnaire agreed on the merger of the Ministry of Youth with the Ministry of Culture, while 13% opposed merge of the two ministries.

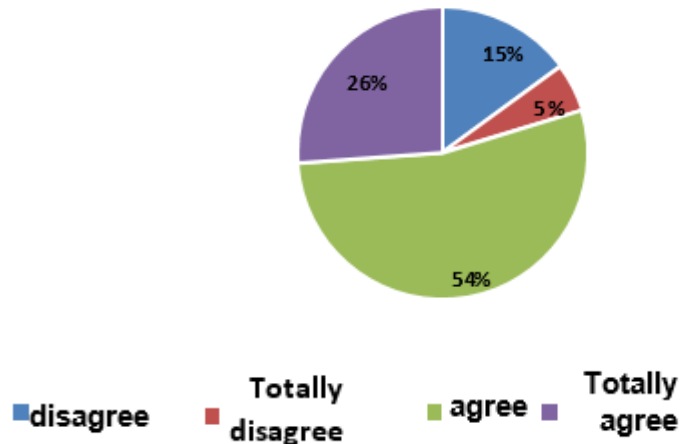
Merging the Ministries of Culture and Youth into one ministry to become the Ministry of Culture and Youth.



Case No (5): Establishing Ministry of Government Communication and transferring the affiliation of Jordan News Agency and the Radio and Television Corporation to it.

80% of the participants, they agreed to establish the Ministry of Government Communication and to transfer the links between the Jordan News Agency and the Radio and Television Corporation to it, while 20% of the participants opposed this tendency to establish the Ministry of Government Communication.

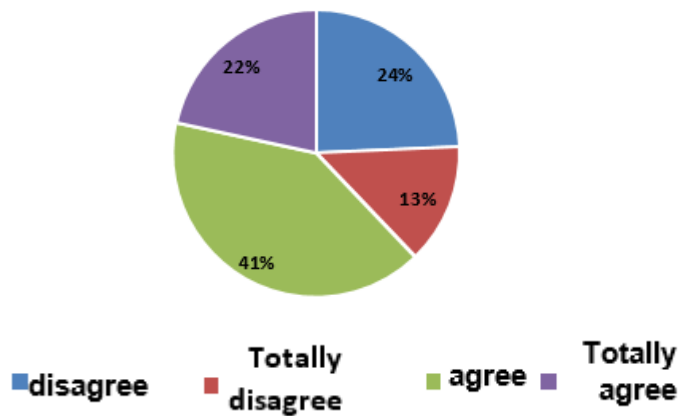
Establishing the Ministry of Government Communication and transferring the affiliation of the Jordan News Agency and the Radio and Television Corporation to it.



Case No (6): Cancellation of the Civil Service Bureau and the establishment of a body called the Service and Public Administration Authority.

The authority also seeks to cancel the competitive role and adopt decentralization in employment (by ministries and institutions directly), 38% of the participants opposed the cancellation of the Bureau and the establishment of a body called the Service and Public Administration Authority, while 62% of the participants supported the cancellation of the Bureau.

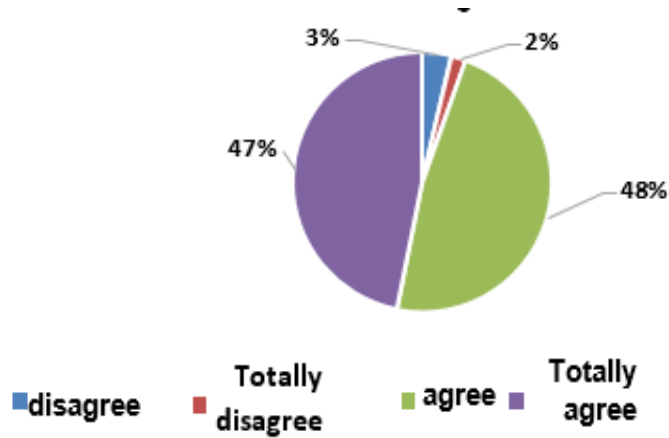
Cancellation of the Civil Service Bureau and the establishment of a body called the Service and Public Administration Authority



Case No (7): Developing a performance appraisal management system for civil service employees based on qualification, accountability and reward.

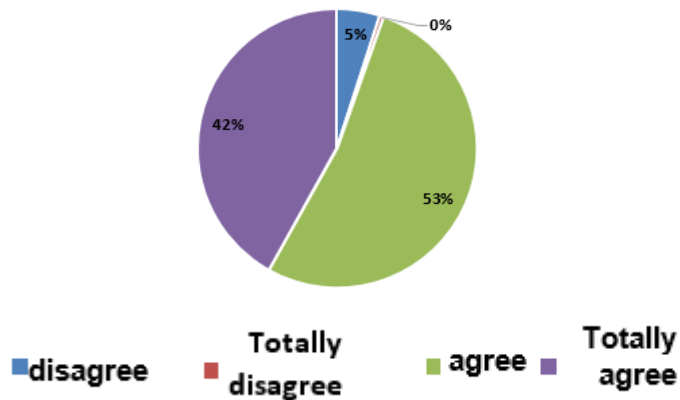
95% of the participants expressed their agreement to develop a performance appraisal management system for civil service employees based on qualification, accountability and reward.

Developing a performance appraisal management system for civil service employees based on qualification, accountability and reward.



Case No (8): Preparing and training government leaders.

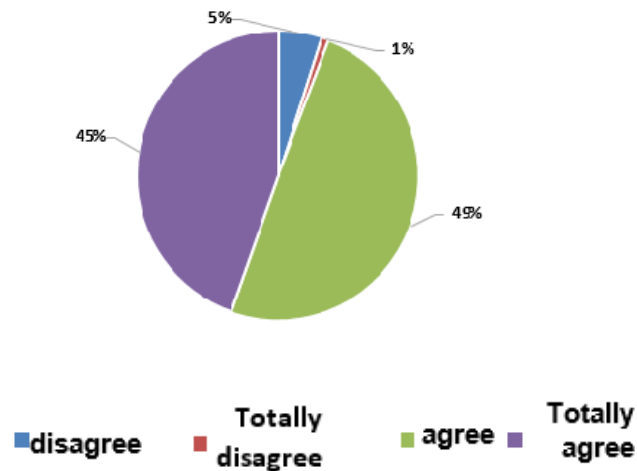
95% of the participants in the questionnaire emphasized the importance of preparing and training government leaders.



Case No (9): Reach to 100% of digitized government services that align with the rapid change in this field.

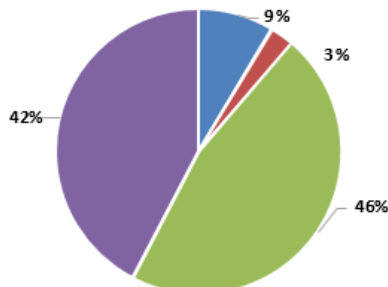
94% of the subscribers stressed the importance of accessing digitized government services that align with the rapid change in this field.

Access to 100% of digitized government services that align with the rapid change in this field.



Case No (10): The complete transformation of digital payments through payment channels designed for this purpose with solutions through 2025.

88% of the participants stressed the importance of a complete transformation of digital payments through payment channels designed for this purpose by the year 2025.



Governorate: Capital Governorate

The First Session: Organizational Structure and Governance

Location: Economic and Social Council building/ Amman,

Day and Date: Wednesday September 21, 2022



During the first session of the dialogue, a presentation was made by the President of the Economic and Social Council, Dr. Musa Shtewi, and he stated that the national dialogue launched by the Council will take place within a series of national dialogues and meetings in all the governorates of the Kingdom, within 3 main components, that is, organizational structure and governance, human resources, and government services. He said that the dialogue aims to deepen the understanding of the parties involved in the plan to modernize the public sector, raise awareness of its components, and give the relevant people an opportunity (social partners) by expressing their opinions about the plan or the elements of interest, and presenting conclusions and

recommendations about the elements of the plan based on those dialogues, and the evaluation of the Economic and Social Council of the plan and its components.

The Minister of Planning and International Cooperation, His Excellency Mr. Nasser Al Shraideh, presented a Presentation of the public sector modernization roadmap, which will extend to 10 years subject to modernization and development with the aim of improving the public sector and making it possible, empowered and effective public sector that works as a single unit to achieve the well-being of citizens, noting that state institutions were looked at sectorally when discussing the plan, the plan includes executive programs over a period of 10 years, the first phase of these programs during the period from 2022 to 2025, followed by an executive program over a period of 3 years and another program up to the ten years, during the session, Al-Shuraida presented the components of the modernization plan, which consists of 7 components, including government services, procedures and digitization, organizational structure and governance, policy-making and decision-making, human resources, legislation, and institutional culture.

The attendees stressed the importance of reviewing the issues about which a great deal of controversy arose after their launch, and that they contribute to raising the efficiency and performance of human resources and work to address all weaknesses in them, noting that continuing to review them improves the final product and achieves the general goal of reaching an efficient and effective public sector that contributes significantly to the course of development.

Results of the Dialogue in the Capital Governorate Regarding the Organizational Structure and Governance Component

<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Against merging the Ministry of Culture with the Ministry of Youth, because each ministry has a different goal and tasks, and the justifications for the merger are not convincing and illogical. ▪ Regarding the establishment of a national policy-making unit at the Ministry of Planning, if it is directorate, I agree. ▪ With the establishment of the Ministry of Government Communication, but it is better to be called (Ministry of Information). ▪ Against the cancellation of the Ministry of Labor, as we have half a million unemployed waiting their turn at the Service Bureau and a million and a half foreign workers. ▪ Against merging the Ministry of Culture and Youth, as there is no logic that allows merging the two ministries together, each ministry has an interest, and the justification presented in the plan is not convincing. ▪ Against merging the Ministry of Works with the Ministry of Transport, as each ministry has specialization and strategies, and there is a decline in the work of each ministry separately, so it is not logical to merge them. ▪ Regarding the establishment of the Ministry of Education and Human Resources, the word education has been dropped, and in my opinion this designation should be reconsidered. ▪ With the cancellation of the Vocational Training Corporation and its annexation as a directorate in the Ministry of Education and Human Resources Development, especially since this is considered a complement to the education system. ▪ With regard to the establishment of the Ministry of Education and Human Resources, it seems that there is no harmony between what was stated in the public sector development map and the economic modernization plan, the
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session of the education sector and the labor market (one of the sessions of the economic modernization plan) highlighted the importance of having a council responsible for developing human resources, but the idea of joining human resources with the Ministry of Education did not arise.

- With the merger of the Ministry of Education, but that the procedures that follow the merger must take into consideration the following questions: What is to be achieved? What are the factors that lead us to quality education and good, distinguished and inclusive education? I also stress the necessity of having tools and indicators to measure the results of integration.
- Against merging education with human resources, as I do not believe that the Ministry of Education can carry out regarding human resource development tasks, I do not see the naming nor the tasks logical.
- With the cancellation of the Vocational Training Corporation and the transfer of its functions to the Ministry of Education and Human Resources especially since the equipment of the centers is better than that of the vocational schools affiliated with the Ministry.
- Against merging the Accreditation of Higher Education Institutions with the Skills Development Authority, because the accreditation body for higher education institutions is very important and should expand its umbrella to include schools, preferably to remain independent, as for the Skills Development Authority, it is another issue.
- With the merger of the Ministry of Education with Higher Education, as this merger will be a step in the right direction, in light of the independence of universities, there is no need for the presence of the Ministry of Higher Education, and this agrees with the global trend towards that as well.
- The most important challenges facing the public sector currently is the lack of a real reference for managing the public administration in Jordan, sometimes it is a ministry and then it becomes a unit.
- The most important challenges facing attempts to modernize the public sector is that it does not depend on information or a true deep study of the reality of public

administration, therefore, we find that the evaluations of the current situation are impressionistic (flabby, weak), without mentioning where, what size, or in what location.

- The most important challenges facing the public sector currently is the multiplicity of government institutions under different names (body, authority), which results in a multiplicity of regulations and legislation that conflict with each other, so the criteria on which these institutions are built, and the powers given to them must be reviewed, in a way that does not cancel the supervisory scope of the minister.
- Against merging the Ministry of Transport with the Ministry of Public Works, the Ministry of Transport has 4 maritime, air, land and railway strategies, which cannot be attached to the Ministry of Works.
- The cancellation and merger of some independent bodies should be studied, and it is certain that some of them should remain independent, but there are many that need to be restructured.
- The starting point of the restructuring initiatives was on paper and not through the tasks of the institutions on the ground.
- The initiatives were based on overall generalization, the existing challenges for each ministry are different from the other, the plan must start with details, then the small measures that have been studied are installed to come up with solutions, for example, in the education sector: Is the problem in education and what are the problems that we want to address in the next plan? Is it the lack of schools, teacher training, or the weakness of students? Is it necessary to develop a performance and evaluation matrix for each institution to reach the new format? The same applies to the Ministry of Labor: the problem is the increase in unemployment and the absence of economic projects that employ young people, not the existence or cancellation of the ministry, when the ministry is cancelled, where will its functions go? Likewise, vocational and technical training has nothing to do with education, but with the private sector.

- Against merging the Ministry of Transport, we have a problem with transportation as its cost is high on the national economy, doesn't this necessitate the establishment of a Ministry of Transport if we do not have a Ministry of Transport?
- With regard to merging the Ministry of Education with the Ministry of Higher Education, the Ministry will be responsible for 3 Million people, would such an arrangement help solve the problems of these sectors?
- Regarding the establishment of the Ministry of Communication, all the justifications put forward by the government to restore the Ministry of Government Communication are unconvincing, the problem is not with who leads the media, but rather with the multiplicity of references, and the solution lies in giving the institutions independence and freedom of expression, as the media still suffers from previous mistakes, in addition, it is the content provided by the government to citizens that helps quell rumors, and not through an official spokesman or a minister of information who directs and leads media institutions, focus must be given to giving media institutions independence and a dose of courage so that they provide content to citizens.
- Against merging the Ministry of Culture with the Ministry of Youth, culture is the soul of the nation, and it is a sovereign ministry that must be strengthened and provided with resources, like neighboring countries.
- Against merging the Ministry of Culture with the Ministry of Youth, The Ministry of Culture contributes to shaping the identity of the Jordanian citizen, so it must be supported, and its role strengthened.
- Work and activity are not a substitute for achievement, since the establishment of the Ministry of Administrative Development until now, many plans have been developed and this is what we call work or activity, what is required is achievement, and because the plan presented is very huge, the achievement will be limited, and thus the trust gap between the citizen and the government will widen.

- The most important reasons for the failure of the previous plans are that most of the previous plans were issued from above and dropped to the bottom away from those concerned with implementation, and they were not based on in-depth studies and analyzes and were not linked to specific results and performance indicators, also the failure to allocate the necessary financial resources for implementation, and finally the executive body was not responsible at the level required, so the lesson is not in planning, but in starting implementation and providing the political dimension that guarantees continuity of plans and continuity of implementation.
- In Jordan, whoever sets, implements, and evaluates policies is one party, and this is far from good governance.
- Policies in general, higher, vocational and technical education are not clear and specific, and the world of work and education is changing rapidly.
- Against the merger of the Ministry of Education and the Ministry of Higher Education, because this merger contradicts the principle of decentralization.
- There is concern about merging Vocational and Technical Education with Education, now the best practices in the world have allocated a specialized regulatory body for this path, because its requirements are different, its inputs are different, and its outputs are different, in which the private sector plays a very big role as well, therefore there is injustice if we place this burden on the government alone, because it might not be able to survive.
- With regard to kindergartens, there is nothing wrong with integrating it into public education, but nurseries are a different matter and are usually handled by the private sector.
- It is not wise to merge the Professional and Technical Institutions Accreditation Authority with the General Accreditation Authority, as the Professional and Technical Institutions Accreditation Authority has a different philosophy, different procedures, and a different goal.
- Against establishing a Ministry of Government Communication, I think we need communication policies, not a ministry.

- The role of the Ministry of Culture needs to be reformulated, it is not only a ministry of celebrations and festivals, but it also needs some way to fill the void in the minds of our youth, we need a national strategy for culture in which all relevant parties participate.
- With regard to regulating the health sector, there are more than one authority working in this sector, public and private, medical services and universities, and all agencies are independent and there is no authority over everyone, and it must play the role of the Jordanian Higher Health Council for which it was found.
- The entity that monitors any sector must be independent of the sector itself, so that it is not under the control of these sectors.
- Against cancelling the Ministry of Labor because it constitutes the balance between employers and workers, and distributing tasks, the issue of cancelling it constitutes great harm at least for the next ten years.
- If the reason for the merger is to reduce the number of ministers, then a minister in one ministry is not sufficient for all tasks, especially considering the legislative challenges that put pressure on the minister and increase the burden on him.
- Against merging the Ministry of Public Works and the Ministry of Transport, the Ministry of Transport is more important than the Ministry of Public Works, especially for the citizen who receives many services, and it is important for it to remain independent of its services.
- The plan has assigned some of the tasks of the cooperative to the general controller of companies, and this weakens the role of the Jordanian cooperative work, and therefore the registration must be reviewed.
- With the cancellation of the Ministry of Labor, which contributes to alleviating duplication of tasks in order to ensure the effective distribution of tasks.
- With regard to the work of municipalities, the outputs of structuring must be compatible with decentralization in order for services to be gradually transferred to municipalities, services in the transport, energy and health sectors, and we

start the experiment with large municipalities and then generalize the experience.

- Human resources must be provided for information technology workers, and there must be an implementation plan to manage them and train them, and this is not included in the map.

Questions and inquiries:

- With regard to the cancellation of the Vocational Training Institution and the transfer of its functions to the Ministry of Education and Human Resources, the percentage of those enrolled in post-compulsory secondary education is 77%, i.e., 23% are not enrolled in education, but some of them are trained in the centers of the vocational training institution, the question here is who will be responsible for their training, especially since training will be in coordination with the private sector?
- Was the trend towards cancelling the Ministry of Labor based on a real analysis and evaluation of the problem? Is the problem in the role of the Ministry of Labor? Or in legislation? Or in the performance of the ministry? Where will the tasks of managing the labor law, interests of workers and employers, and monitoring expatriate workers go?
- Can we really implement what was stated in the implementation plan?
- Regarding the cancellation of the Ministry of Labor, the map mentioned the mechanism for distributing part of the ministry's tasks, but what about the rest of the tasks? Who will do the rest of the tasks? For example, who will chair the boards of institutions headed by the Minister of Labor? Whose unions will it follow? Will it follow the Ministry of Industry and trade, which originally represents employers? Why were the stakeholders not consulted? How did this recommendation come out and what are its justifications?
- How will the role move from a procedural role for the Civil Service Bureau to a supervisory role? How will the role of the Bureau represented in developing the

capabilities of workers, training, activating the foundations of appointment and promotion, and activating accounting and accountability, and this did not happen during the previous years, and its role remained limited to preserving the que of applicants in the competitive que?

- In terms of implementation, where do we start? As it is necessary to move from the centralization of human resources management to decentralization, and this is consistent with the principles of modern management, and what are the executive procedures that you will take to implement what came in the plan? How will we do oversight and accountability?

Attendance suggestions:

- Merging of the National Curriculum Center and the National Center for Human Resources Development to the Ministry of Education, thus the government will be streamlined.
- Merging the Ministry of Agriculture with the Ministry of Environment.
- Changing the name of the Ministry of Trade, Industry and Supply to the Ministry of National Economy.
- There is a global trend towards cancelling the Ministry of Higher Education, so that universities are granted financial and administrative independence, which raises the quality of education, and gives universities the right to choose their students, and therefore it was suggested that the entire ministry be cancelled and replaced by a Council for Higher Education Policies.
- Maintaining the independence of the National Center for Curriculum Development, as is internationally recognized, so that the Ministry of Education carries out the implementation (teaching of these curricula) especially since the center has come a long way during the past four years, the transfer of the center gives legitimacy to the duplication that existed when there was a Curriculum Department and an Education Department, the process of transferring from the

Curriculum Department to the National Curriculum Center took several years.

- Instead of merging Education with Higher Education, it was proposed to establish a Higher Council for Human Resources represented by Education, Higher Education, Vocational and Technical Education, and the private sector, so that it would be responsible for drawing up education policies, and these policies would be implemented by the Ministries of Education and Higher Education.
- With regard to structuring and organizing the education sector, it was suggested that the same approach be taken in establishing a center for curricula that is independent of the ministry, also, a center should be established for setting tests, as it is not permissible to evaluate students by the Ministry of Education, especially high school students, which allows setting different admission methodology for universities.
- Regarding the issue of merger and cancellation, the reason and purpose of its establishment must be considered when establishing the Ministry, it is certain that it was established for a necessary need, but wrong administrative practices gave a negative impression of the new institution.
- Against merging the Ministry of Public Works with the Ministry of Transport, the priority is the development of the Ministry of Local Administration so that it takes part of the powers of the central government to provide services, for example,

- public transportation goes to municipalities, as happened in the Greater Amman Municipality, and urban development is with municipalities.
- With regard to the governance of the work of the committee that came out with the road map, the principle is the existence of a ministerial committee separate from the Committee of Experts, and the committee followed a methodology that included its review of 14 international practices in the field, but they did not inform us of these positive practices that have been adopted.
 - It was suggested that each sector should have a council for sectoral policies (in Jordan there is no consensus on sectors) consisting of the government, the private sector and civil society institutions, all headed by a minister who proposes policies and alternatives but does not take decisions.
 - With regard to the establishment of the Ministry of Education and Human Resources Development, we must focus on the real partnership with the private sector and building entrepreneurial capabilities of human resources and not only knowledge, and for this reason universities must link with the private sector to reach graduates who are not looking for a job but rather create job opportunities, for example: we have 40 thousand unemployed engineers, if they had studied entrepreneurship in addition to engineering in universities, they would have started their own

- projects, while in China we find 80% of students have projects they start after graduation.
- The instructions governing the civil service must be changed, so that recruitment in the public sector is based on competence and not on seniority, and that reward be linked to performance, (Now the bonus has turned into a second salary) also, activating punishment, and for the employee to be held accountable for any default, and finally, there must be a real evaluation of performance, (Now all government sector employee's evaluation is 90% and above).
 - The importance of women's representation in decision-making positions must be taken into account, as their representation is very weak in ministries, and gender mainstreaming policies must be considered, the Ministerial Committee for the Empowerment of Women will analyze all three development plans.
 - For the plan's initiatives to be implemented, the Bureau must first be restructured in line with the new role, as well as qualifying the team, and finally digital transformation (not automation), which requires the presence of (HRIS, human resources information system) for all institutions, and it is linked with the Bureau.

Quotations from the Participants in the Dialogue Sessions on the Organizational Structure and Governance Component

Among the most prominent quotes made by the participants on the organizational structure and governance component were the following:

"It is not permissible to merge the Accreditation Commission for Higher Education Institutions with the Commission for Skills Development because the Accreditation Commission for Higher Education Institutions must expand its umbrella to include schools, and it is better for it to remain independent"

Dr. Azmy Mahafzah, Minister of Education and Minister of Higher Education and Scientific Research.

"If we want to improve the quality of education, universities must be administratively and financially independent and have the right to choose their students"

Dr. Mahasin Al-Jaghoub, Chairperson of the Education Committee / The Senate.

"The curricula must be affiliated with the Ministry of Education and there should be no independent center for it"

Dr. Ratib Al-Saud, former Minister of Higher Education.

"The idea of merging ministries and institutions in the public sector development plan contradicts the principle of mitigating centralization, centralization, and democratic administration"

Dr. Muhyiddin Touq, former Minister of Higher Education and Scientific Research.

"Generalization leads to many mistakes, and the administrative, performance, and technical defects in each ministry must be identified, and then a special matrix should be established in each ministry, and the common matters between ministries and special matters must be identified, and then build on them."

Dr. Ibrahim Badran, former Minister of Education.

"In light of the cancellation of the Ministry of Labor and the transfer of its functions to the Ministry of Industry and Trade, how will the economic nature of the recruitment of expatriate workers be dealt with?"

Muhammad Khalayleh, Jordan Chamber of Industry.

" The outputs of structuring must be compatible with decentralization so that services are gradually transferred to municipalities "

Dr. Abdullah Qudah, former Secretary General of the Ministry of Public Sector Development.

"Why does the accreditation body does not monitor the performance of higher education and its institutions, as well as the training and employment providers?"

Engineer Monther Al-Batayneh, an academic expert.

Participants' Quotes on the Social Media Platform on the Organizational Structure and Governance Component:

Issues were raised for discussion on the Council's Social Media Platform related to the proposals of the public sector development plan, which the government launched in July of 2022, to collect the opinions and suggestions of citizens around, among the most prominent quotes presented by the participants on the social media platform on the organizational structure and governance component were the following:

"The biggest mistake is the cancellation of the Ministry of Labor, as it is at least a ministry that has adopted an organizational name for the Jordanian labor market and the arrangement of roles, between the employer and the worker. And please cancel Ministries and institutions that have no reason in the first place are better than canceling the Jordanian Ministry of Labor and merging its work and tasks with other ministries."

" In America there are six ministries, one of the most important ministries is the Ministry of Labor, the cancellation of the Ministry of Labor is a flagrant violation of the rights of workers and the absence of protection for them, will be encroached upon workers' rights more than it is now, who is the beneficiary of the cancellation of the Ministry of Labor? The cancellation of independent bodies is better than the cancellation of the Ministry of Labor."

"The Ministry of Labor has a pivotal role in the economic and social development in the country, and it has specialized and complex tasks, as well as having a direct impact on many citizens.

"A step in the right direction to reduce expenses".

"We hope to hear about the merger or cancellation of independent bodies, because they are a drain on public funds."

"Transferring work permits to the Ministry of the Interior is not permissible, as the Ministry is concerned with labor control and is not concerned and is prepared to know the labor market needs of expatriate workers."

"We expect these changes to keep pace with progress and development and reduce ministries in favor of faster results and greater focus on tasks"

"I do not think that the decision will be crowned with success in the future. The first is the cancellation of unnecessary ministries and other bodies, such as the Ministry of Political Development and Legal Affairs, and merging them with other ministries that have the same tasks or close to them."

"I think if we make the name the Ministry of Education and Human Resources Development better and clearer, and its work is not limited to education from the basic to secondary levels, but rather extends to the last stages of higher education. medium and long term."

"Integration should not be an end in itself! Unfortunately, the title was used as if it were the main goal without considering the justifications, goals and effects of the merger! Since the student is the focus of improvement or development in everything related to this sector, the answer to the question needs to be understood as the reflection of that step on improving the outputs Basic and higher education in quantity and quality, we want accurate information for scenarios that reflect the importance of integrating education and higher education on comprehensive planning and improving the efficiency of human resources and linking them to the labor market."

"Yes, it is an excellent idea. because it will help to integrate the youth group, with their centers and activities with cultural events, which will support and enhance their role in developing the cultural scene."

The Second Session: Human Resources Component

Location: Economic and Social Council building / Amman

Day and Date: Thursday 29 September 2022



During the second session, the head of the Civil Service Bureau, His Excellency Mr. Sameh Al-Nasser, spoke and stated that the political will provided by His Majesty King Abdullah II paved the way towards the achievement and success of administrative reform and the rebuilding of an efficient public sector through the progress and development of human resources, which ultimately leads to the achievement of sustainable state development. He added that there are many challenges in the development of human resources, most notably weakening the role of the Bureau and the Institute of Public Administration, stressing that the success of the development plan is mainly linked to the powers of the Bureau to develop the public sector,

he pointed out that the development plan focuses mainly on empowering and developing human resources in order to better provide public services to citizens, regarding the change of the Bureau's name to (Service and Public Administration Authority), he stressed that the change enhances the status, role, tasks and responsibilities of the Bureau, especially those related to the oversight aspect and the development and qualification of competencies through training. The president of the Economic and Social Council, Dr. Musa Shteivi, said that the modernization of the public sector is one of the pillars of the renaissance project launched by His Majesty King Abdullah at a time when the state has completed a plan to modernize the system of political reform and economic modernization, and the concerned authorities have drawn up a map for implementation, it has become necessary for the modernization and reform cycles to complete and to draw up a road map for administrative reform, he added that the National Dialogue Program launched by the Council aims to deepen the understanding of the parties related to the plan to modernize the public sector and raise awareness of its components, and to give the relevant people (social partners) an opportunity to express their opinions about the plan or the elements of interest, and to present conclusions and recommendations about the elements of the plan based on those dialogues, Economic and Social Council evaluation of the plan and its components.

Shteivi pointed to a number of problems and challenges, including duplication and dispersion due to the lack of clarity of roles in the government agencies entrusted with providing the necessary support for the development of the public sector, the mechanisms of recruitment, and selection in the civil service, the shortage of qualified human resources to develop and prepare strategic plans that can be implemented and measured, and the weakness of evaluation tools and mechanisms to measure the level of technical and behavioral competencies required to compete for leadership positions, likewise, the weak leadership capabilities of the first, upper and middle categories, and the limited ability to attract and retain competencies out, and not the legislative and structural stability of the government apparatus, the decline in the role of the Institute of Public Administration in preparing and training employees and leaders, the lack of contingency plans in ministries and government institutions, and their inability to deal with crises in the event of a crisis appearance, and the lack of alternative programs to work.

Experts in public administration and human resources emphasized the importance of bridging the gap between human resource competencies in the public sector and rapidly returning the efficient sector to its former glory, they stressed the need to gather institutions working in the field of human

resources under one umbrella under the mandate of the Ministry of Human Resources Development and return to the important roles entrusted to the Service Bureau, had receded with the creation of ministries under many names during the previous period, explaining that the creation of synonymous agencies of The Civil Service has weakened the role of the Bureau in many of its tasks, especially administrative oversight, they said that political and economic reform is based on administrative reform, and that reform needs transparency and clarity, noting the need to rebuild human competencies and restore matters to normal and work to rehabilitate and develop human cadres, especially in entrepreneurial fields, as well as providing an appropriate work environment for developing resources and exploring skills among workers in the field. The public sector, in addition to promoting the principles of justice and transparency in assuming leadership positions in the public sector, and that rewards be motivating to work.

They pointed out that the circular regarding the slackness and decline of the public sector is unfair to the sector that used to export human competencies locally and abroad, calling for studying the problems facing each ministry or institution and identifying its strengths and weaknesses separately and then identifying common weaknesses and working to solve them away from the generalization method.

They stressed the importance of the executive procedures necessary for the success of the plan, the necessity of developing implementable programs, consolidating the principles of participatory work upon implementation, and finding guarantees for its continuity during its ten years, in order to revive the sector again and restore its brilliance.

Results of the Dialogue in the Capital Governorate on the Human Resources Component

<p>Human resources</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The public administration reached its peak and then began to decline, in both cases, the issue is related to the leaders, if leaders are organized and competent, the rest of the system will be organized. ▪ Regarding the cancellation of the Civil Service Bureau and the establishment of the Public Service Authority, if this change keeps the tasks as they are and only replaces one name with another, then the current name is better. ▪ Regarding the issue of recruitment, they must be at the level of the Kingdom and not according to regions, which reinforces sub-identities. ▪ Human resource management tools related to planning, formation schedule, and evaluation need a lot of development, especially considering the prevailing social culture of nepotism. ▪ Incentive and reward systems also need to be developed. ▪ With regard to administrative oversight, the Bureau must have a specialized cadre who exercises oversight by using the necessary technology to carry out control tasks, in addition to granting the Bureau the necessary powers for that. ▪ The importance of clarifying the Jordanian state's plan (is it towards operating or employment?) and that its role is to draw up policies and contribute to employment through building a real partnership with the private sector, clarification of this role is important in order to address the prevailing culture that the state is the one who does employment. ▪ The initiatives that came about in the human resources axis did not enter the depth of the work of the government sector, nor did it go down to the field, just as the strategic goals are visions and aspirations, and they are far from formulating real and realistic strategic goals, so they must be reconsidered. ▪ Change in management and change in the institutional culture of employees is linked to the economy and the state of the national economy.
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- Emphasis should be placed on the importance of the role of the Institute of Public Administration as an institute to enrich the knowledge, experience and vision of employees, it should also be a condition for the promotion of employees to pass training requirements through the institute, just like the armed forces.

Questions and inquiries:

- Who will implement the initiatives that the map came up with? Where our institutions suffer from a lack of competencies and expertise among leaders and administrators in various locations. Does the map allow the use of strengthening the capabilities of the state's administrative apparatus with competencies and expertise to reach the minimum level of desired goals?
- Will the plan deal with activating the principle of flexible working hours and creating the infrastructure through digitization platforms, especially for women, as it facilitates and encourages their entry and continuity in their involvement in the labor market, whether private or public?
- There are 7 Initiatives in the executive program of the plan that must be implemented by the end of the year 2022, is it possible to implement 7 Initiatives within two months?

Attendance suggestions:

- With the transformation of the Civil Service Bureau into an authority, a law is established according to which the authority is established, supervises the authority's systems, gives it the status of the judicial police, and gives it the role of administrative oversight.
- Human capital must be analyzed, as there are gaps and basic challenges, in terms of: capacity, spread, knowledge and development in order to develop a realistic and practical plan to solve the problems that face us.
- With regard to the Service Authority and Public Administration, it is being suggested It must be associated with a strong and sustainable deputy prime

minister to ensure the implementation of what is required of it, it also requires an institutional and organizational structure and legislative amendment.

- Examine the model used in the military in terms of promotions and training then implement it in the civilian public sector for its success.
- It was proposed to establish (Ministry of Human Resources) to include the Human Resources Development Center and the Civil Service Bureau, and it would be responsible for planning human resources in the two sectors.
- It was suggested that The Institute of Public Administration shall have a law and a board of directors attached to the Prime Minister.
- The internal control units in the ministries must be reviewed, is it reasonable for them to be subordinate to the minister? And it is set through the minister?
- Human resources development is a broad scope that has inputs and outputs, and with regard to the proposal to establish a Ministry of Human Resources Development, it is a common and prevalent ministry in many neighboring Arab countries, and these examples and models can be tested and their success determined, institutions concerned with the development of human resources, which include: the Ministry of Education, the Ministry of Higher Education, the Training and Employment Councils, the Civil Service Bureau and the Civil Service Council, When we talk about development, we must think about how to combine and reconcile the work of these institutions, for example: the Civil Service Bureau or the Public Administration Authority must be within the crucible of the Ministry of Human Resources, just as the ministry must include training and employment, as well as the Ministry of Education and Higher Education. The accreditation body has a role in supervising public education and its institutions, higher education and its institutions, and training and employment providers.

Quotations of the Participants in the Dialogue Sessions on the Human Resources Component

Among the most prominent quotes made by the participants on the human resources component were the following:

"Does the public sector development plan allow for strengthening the state's administrative apparatus with competencies and expertise that enable the government to smoothly implement the plan and the minimum set goals?"

Salama Al-Darawi, a journalist.

"There is a big problem in the inputs of human development as a result of the mentality of the functional society, and it has deepened in light of the weak economic reality and the weak existence of job opportunities."

Mazen Al-Saket, Chairman of the Administrative Committee / Senate.

"It is necessary to develop a real and clear vision concerned with the future of the public sector, whether it is towards recruitment or towards employment, which needs a real partnership with the private sector."

Dr. Ikhelif Tarawneh, former president of the University of Jordan.

"The culture of society must be changed towards employment in the public sector"

Samer Madanat, member of the Human Resources Committee / Audit Bureau.

"Laws and legislation are good, but accountability must be activated to advance the public sector"

Dr. Dhafer Sarayrah, Head of the Commission for Accreditation and Quality Assurance of Higher Education Institutions.

Participants' Quotes on the Social Media Platform on the Human Resources Component

"Decentralization is good, if nepotism do not interfere"

"An excellent idea towards decentralization and flexibility"

"The duty is not to cancel the Royal Court, because in canceling it justice will fade and nepotism will spread, and if the goal of cancelling it is to employ experienced and competent people, then there are several things that can be applied without referring to its cancellation, such as holding an intensive course in the field of employment, and the best way is to intensify the role of universities in practical application, and it will be a real application to reach experienced graduate in the specialty".

Governorate: Capital Governorate

The Third Session: The Topic of Government Services

Day and Date: Thursday 6 October 2022

Location: Economic and Social Council Building / Amman



The third session launched by the Council on the plan to modernize the public sector discussed the government services component within the series of dialogues and national meetings held by the council, his Excellency Mr. Ahmed Al-Hananda, Minister of Digital Economy and Entrepreneurship, with experts and specialists participated in this dialogue session to discuss the topic (Government Services), during the session, Hanandeh pointed out the importance of the government services component in the plan to develop the public sector and achieve its objectives, since this component directly affects government services provided to citizens, he discussed the developments in electronic services provided to citizens and the role of the ministry in standardizing services and electronic linking between all institutions concerned with services in order to facilitate citizens and enhance the efficiency and quality of services, he said that the ministry is seeking, during the

coming period, to develop digital services to replace spatial services, and that it is working in cooperation with all ministries and government institutions to develop and upgrade them in order to reach complete digital services that include all sectors, including health, education and transportation, and he indicated that electronic services would facilitate citizens, achieve well-being for them, and enable them to obtain the necessary documents upon access to a unified window for government services and interconnected government services that are easily accessible, which are within the objectives of the public sector development plan, and the former Minister of Education, Ibrahim Badran, stated during the session that the citizen does not yet feel that the work mechanism has changed after digitization and automation, also, former Minister of Industry, Trade and Supply Maha Al-Ali said that digital procedures should be simpler and easier than they are now.

On the other hand, the attendees affirmed that the citizens did not feel a qualitative progress in the services, especially since they ultimately require personal attendance at the place where the service is provided, calling for simplifying and facilitating procedures for the citizens, noting that the citizen still feels bureaucratic, and that the modernization of the public sector is one of the pillars of the renaissance project launched by His Majesty King Abdullah II, and that the National Dialogue Program launched by the Council aims to deepen the understanding of the parties concerned with the plan to modernize the public sector, raise awareness of its components, and give an opportunity to those concerned (social partners) by expressing their opinions and proposals about the plan or the elements of interest that the Council will take seriously, and it also aims to present conclusions and recommendations about the elements of the plan based on those dialogues and the Economic and Social Council's evaluation of the plan and its components, he stressed that through the studies and reports prepared by the Council, it has confirmed the need to develop the public sector, and alerted to a number of problems and challenges facing it, including the low level of satisfaction of government service recipients, the presence of bureaucracy in providing services, and the lack of databases that ensure interdependence and coordination between the various agencies, related to the provision of the service, which is shared by more than one entity, in addition to the lack of compatibility between the priorities of the digital transformation with the priorities of the development of services, and therefore the priorities of the digital transformation must be determined depending on the nature and importance of the service.

Results of the Dialogue in the Capital Governorate on the Government Services Component

Government services
and digitization

Attendees' opinions:

- We need to re-engineer the procedures, so that the number of procedures required to complete the transaction becomes less, due to the presence of duplication in requesting documents, which increases the time and costs required to complete the transactions.
- The costs of automating services must consider what is in the interest of everyone, the foremost of which is the citizen, as we feel that some government agencies have a tendency to consider the provision of electronic services as an opportunity for profit, while the cause is that it is a national opportunity based on providing digital services and depends on the ability of banks to connect with government systems and obtain data in a safe, easy and fast way.
- The contractual terms between service providers and the government must take into account what is in the interest of everyone, the first of which is the citizen, as the current contractual terms are difficult and arbitrary at times, for example there is a clause stating that the government has the right to disconnect the service at any time it wants without prior notice, and this condition is not suitable for the service provider.
- Data cleaning is very important, and it must be correct in the event of linking with government systems, currently, there is progress in organizing

individual data, but in companies there is a great effort and things are more complicated.

- Government services provided to citizens are horizontal and not vertical between departments and ministries, accordingly, the agencies that provide the service must be separated in any structuring process in order to ensure continuity, so that they do not start over every time.
- The dissatisfaction of citizens is not because the service was not well provided electronically, but because there are some services that affect other services, for example: the company's registration certificate is issued online, but no government agency, according to the legislation, can accept this certificate unless it is authenticated, and that is not done except by the person going and authenticating it himself, and accordingly, he must reconsider and review the procedures and laws related to the provision of services.
- There are some initiatives such as cloud solutions that must be implemented with the end 2024 This is a big challenge, as it takes a long time.
- Jordan is one of the highest countries that provide services to citizens compared to other countries, as it provides nearly 2400 service, how long will this situation continue and whether in the medium and long term the government will remain able to implement this number of services? we did not find this issue in the map, so the number of services that the government will provide and that will be reduced must be determined.

- The services that have been focused on in the road map are so-called collection services, and we must focus on improving the quality of services so that they serve the citizen and facilitate his life.
- There is a big problem in the culture and mentality of the society that revolves around the job, especially the government work, especially in the governorates.
- The reality of human resources is not clear on the map, and this is important to know the reality of public administration, which contributes to the design of the program that promotes it.
- There is a challenge in the human resource tools related to planning and formation schedule, as the main problem we have is in the social culture and mediations.

Questions and inquiries:

- According to the economic modernization plan, there are initiatives in the health and education sectors that should be implemented by the end of this and next year, based on digitization and automation, but in the public sector modernization plan, these topics need to be postponed and need a longer time to implement them, how is the coordination between the outputs of the modernization plan and the outputs of the road map?
- The government moved towards automation and digitization ten years ago, and to this day the

citizen does not feel that the work mechanism in government departments and institutions has changed, we still complain about bureaucracy, will there be efforts to change the employee's mentality and culture in order to deal with modern systems?

- What is the difference between the new payment system and the currently one ministry is using MadfoatCom?
- The digital signature has become available but is not activated or certified, so what is required to activate it on a large scale?
- What is the mechanism by which digitization will take place in a way that suits the elderly and people with disabilities, who constitute 25% of the population, how will the service be provided to them, especially in the absence of their digital culture?
- How can institutionalization be applied in the implementation of strategies and plans so that they are transnational to governments with regard to plans for digital transformation and automation?

Attendance suggestions:

- Legislative procedures must be considered and re-simplified, likewise, the powers granted to service providers upon the introduction of digitization must be granted decision-making powers to take advantage of them, such as conducting the tax return electronically, which

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| | <p>needs to be accompanied by the decision-making power of the one who implements it.</p> <ul style="list-style-type: none">▪ The development of selection and recruitment criteria should be gradual. |
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Quotations of the Participants in the Dialogue Sessions on the Government Services Component

Among the most prominent quotes made by the participants on the government services component were the following:

"When we talk about simplifying services and procedures in the public sector modernization plan, we hope that it will reflect on society as a whole, including women, workers, entrepreneurs, or individuals who need government services."

Maha Al-Ali, former Minister of Industry and Trade.

"We hope to reach decentralization, and if the service is electronic, it must be fully effective"
Dr. Ali Al-Tarawneh, Chairman of the Administrative Committee/House of Representatives.

"Dissatisfaction with some e-government services is the result of the impact of some services on each other"

Eid Sweiss, Chairman of the Board of Directors/ Intaj Association.

"What are the guarantees for implementing the public sector development plan over ten years?"

Yassera Ghosheh, former Minister of Institutional Performance Development.

Governorate: Irbid

Location: Yarmouk University

Day and Date: Thursday 20 October 2022



The first dialogue session was held at Yarmouk University in Irbid, and during the opening, President of the Economic and Social Council, Dr. Musa Shteiwi, said that the meeting at Yarmouk University, which is the first to be held outside Amman, stems from its importance from the inclusiveness of the dialogue based on the competences and knowledge of the participants, and the participation of different segments of society and its spectra, including heads of provincial and municipal councils, heads of chambers of industry and commerce and organizations, the international community and trade unions, in addition to academics and universities, to reach consensus that will be presented to decision makers in the form of recommendations, he added that the modernization of the public sector is one of the pillars of the renaissance project launched by His Majesty King Abdullah II, which focused on 3 Major priorities for repair, that is political reform, administrative reform, and economic reform, and in order to achieve His Majesty's vision of the need to improve the level and quality of services provided to citizens, improve the efficiency of

public administration and address bureaucratic procedures, which have an impact on investment and improve his environment incubator.

He pointed out that while the state has completed a plan to modernize the system of political reform and economic modernization, and the concerned authorities have drawn up a map for implementation, it has also become necessary for the modernization and reform cycles to complete, and to develop a road map for administrative reform, as the government has presented a comprehensive road map for reforming the public sector and upgrading administration public sector, through the achievement of 33 strategic goals, which in turn form a road map for the modernization of the public sector for the next ten years, Shteivi pointed out that the road map will be implemented in 3 phases, as each phase builds on the achievements of the previous one cumulatively, reviewing the Council's efforts and plans to implement the public sector modernization map.

The governor of Irbid, Radwan Al-Atoum, said that His Majesty the King stressed the importance of moving forward with strength and seriousness to fix administrative, His Majesty said (We want an administrative reform that affects the citizen) pointing out that His Majesty called for improving the quality of services provided to citizens, and for citizens to feel a real difference in the quality of services provided to them, with the aim of enhancing confidence in the efficiency and professionalism of the public sector, and for reforms to be comprehensive and integrated, and for administrative reforms to be accompanied by the reform approach adopted by Jordan under the leadership of His Majesty, and it is in line with tracks of political and economic reforms, he pointed out that this meeting is only clear evidence of the government's serious approach aimed at strengthening the reform approach and moving forward with full force and transparency to face the various difficult challenges that the country is going through, in order to achieve the royal vision of improving services provided to citizens and raising the efficiency of public administration, stressing that success of modernization in the public sector is necessary for it to survive other paths of modernization, especially the economic ones.

The President of Yarmouk University, Dr. Islam Massad, stressed the importance of participatory dialogues between the various national institutions, in order to enhance communication between those concerned and open the door for dialogue, discussion and exchange of knowledge and experiences with the aim of analyzing and studying the reality and identifying the challenges that may stand in the way of progress and development processes and finding appropriate solutions for

them, he referred to what the partnership with the Economic and Social Council reflects in holding this meeting for dialogue, analysis and discussion, with the aim of creating a public administration capable of managing economic affairs, and thus facilitating and fix development in a way that promotes our country and contributes to creating a sound environment that allows the growth and advancement of institutions and repair the public sector and its development, which is considered one of the most important issues in Jordan.

Within the activities of the meeting, Dr. Shteivi spoke about the organizational structure and governance component, indicating that the general goal of the sector modernization map is to reach an effective public sector that works as a single unit for the development of Jordan and achieving the well-being of citizens, reviewing the components of the public sector modernization plan, that are: electronic services, procedures and digitization, organizational structure and governance, institutional culture, policy-making and decision-making, human resources, and legislation.

Then, the Secretary General of the Economic and Social Council, Dr. Metri Mdanat, reviewed the human resources component, which includes 8 strategic plans and 35 executive initiatives designed to enable the public sector to develop a civil service apparatus that is more flexible, effective and responsive to changes, and that this apparatus is capable of selecting and appointing the required competencies and diversifying their sources according to the principles of merit, competitiveness, transparency and equal opportunity, and he indicated that these goals seek to enhance the supportive environment for leaders and enable them to achieve expected results once they assume jobs, enhance the role of women and their participation in various government departments and institutions, and enhance the ability to select those qualified to assume leadership positions he also reviewed the institutional arrangements and initiatives for the human resources component, represented in setting up an operational framework to translate the future vision of the approved human resources structure, modernizing the human resources planning system, selection and recruitment system for public sector employees, developing an integrated system for job grades and salaries, performance appraisal management for civil servants, and adopting a framework leadership competencies as a unified and innovative framework that reflects the characteristics of the leader we want, and the completion of the preparation of an integrated electronic system for human resource management, within the framework of government services, Madanat reviewed the most important challenges facing e-services, represented by the decline in

the level of e-service delivery, the slow progress in its automation and digitization, the low level of satisfaction of e-service recipients, and the presence of high bureaucracy in its provision.

Madanat referred to the institutional arrangements and initiatives related to electronic services, such as improving services in direct contact with citizens and the business environment, the complete transformation of digital payments in 2024, the completion of the electronic transformation of services through access to 100% of digitized government services in 2025, and the operation of comprehensive service centers at a central rate in each governorate, start establishing additional centers and allow the private sector to operate 1 center in 2024.

Results of the Dialogue in Irbid Governorate

	Attendance interventions
General opinions about the map	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ There is a priority that must be worked on, which is restoring trust between the citizen and the government, if there is no trust between the citizen and the official, no development plan will succeed. ▪ The participation of different parties in preparing the plan is a pleasant thing. ▪ The most important reason for the failure of previous reform attempts is the lack of punishment for those who fail to take political, economic or administrative decisions. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ The government has established the Ministry of Public Sector Development with the aim of identifying challenges and then developing the public sector, I believe that the Ministry has already been able to identify these challenges, but the question

	<p>here where did the ministry reach in developing the public sector?</p> <ul style="list-style-type: none"> ▪ Regarding time covered by the plan, which is 10 years, how realistic is planning for a long period like this, and what if the world goes through a crisis that affects the world, such as the Corona pandemic? ▪ Why there is not mention in the plan about important sectors such as water and communications? ▪ As for the independent bodies, why didn't the map address them? Especially in the absence of justice in the distribution and occupation of positions and the distribution of salaries? <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ It is necessary to work on the relationship between the citizen and the government, as a culture has been established among the citizen that the government wants to take, the same goes for the government, therefore, there must be a serious approach to change the approach and change the thought, starting from the pre-secondary classes. ▪ Citizens must feel the fruits of the reform process, thus improving the issue of trust and overcoming the prevailing negativity.
<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ With the establishment of the Ministry of Government Communication, to include a greater role than speaking for the government.

- Against merging the Ministry of Culture with the Ministry of Youth, as culture is closer to the media, especially since it is not limited to the youth category.
- Against merging education with higher education.
- With the merger of the Ministry of Public Works with the Ministry of Transport.
- The most important thing in the issue of restructuring and merging institutions is to determine the functionality and coordination between the work and overlapping objectives of the merged institutions.
- With regard to accreditation and higher education: a supervisory body may not be part of the original service provider, as accreditation must be independent and not related to the ministry.
- Any modernization process on the organizational structure must be preceded by careful studies and methodology that enhance the result, whether it is a merger, cancellation or creation of a new entity.
- Against cancelling the Ministry of Labor, as it will create great chaos in the labor market.

Attendance suggestions:

- Unifying the organizational structure of government institutions and creating a network that links these institutions because there is an intersection of tasks and responsibilities.
- There should be a Ministry of Human Resources that would take on the tasks of the Ministry of Labor, such as studying the labor market.

- The cancellation or merger must be preceded by a clear and detailed methodology, specifically the cancellation of Ministry of labor.

Questions and inquiries:

- Who will take over the unemployment file when the Ministry of Labor is cancelled?
- With regard to the cancellation of the Ministry of Labor, there are questions that the map does not answer, such as where exactly will the ministry's tasks be transferred? We're talking about a big mess in the labor market, if you do not specify these details, who is authorized to receive labor and worker complaints? Who will be responsible for the unemployment file?
- With the merger of the Ministry of Education with Higher Education, but the question is, will the merger increase the administrative units? Will the tasks be coordinated so that they do not overlap, especially since the two ministries serve approximately 3 million of citizens?
- Will the merger lead to conflicting tasks? Is it a formal merger, or will it be accompanied by an amendment to the governing legislation? What are the principles and criteria that will be followed in the merger?
- Why was the Ministry of Health not mentioned in the update map? Especially since health services need a lot of modernization and development.

<p>Government services and digitization</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ There is a weakness in the level of achievement with regard to e-government, especially when compared with neighboring countries. ▪ Government services need improvement in terms of procedures and those in charge of providing the service (Front desk employees).
<p>Human resources</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Efficiency must be the basis for recruitment, without neglecting the aspect that the person has a culture of loyalty, responsibility, and belonging to the work that he will do. ▪ With the cancellation of the Service Bureau, so that the recruitment becomes through the institution itself directly. ▪ There must be tools that distinguish the good employee from the not so good employee, because the current system frustrates the good employee because he gets the same evaluation, which leads to a decline in his performance. ▪ Developing the performance of employees is more important than developing the structure, which is the base. ▪ For the Civil Service Bureau, the problem of the role is a major challenge, as for recruitment through interviews, it overcomes part of the challenges of the current situation, but the challenge here will be to overcome favoritism and nepotism. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ One of the most important challenges is the constant change in leadership positions and its negative impact on the

	<p>continuity of the workflow. How will the map address this problem?</p> <ul style="list-style-type: none"> ▪ What are the new criteria by which employees will be appointed? ▪ With regard to qualifying leaders, what are the selection criteria and how are names nominated for training, and why is the focus always on the criterion of years of experience? And that experience outside the institution does not count? ▪ There is a question about recruitment through an interview, what guarantees integrity and the non-involvement of nepotism?
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Quotations of the Participants in the Dialogue Sessions in Irbid Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"Developing the performance of the employee himself is more important than structuring, and structuring within the organization is more important than merging institutions, and enter digitization and technology development in dealings and transactions is very important"

Dr. Islam Massad, President of Yarmouk University.

"Why was the Ministry of Health excluded from the public sector development plan when we need to develop health services?"

Dr. Hassan Al-Wedyan, faculty member / Yarmouk University.

"Any process of development, modernization or change must be based on accurate scientific studies that show strengths and weaknesses"

Dr. Riyadh Al-Momani, Vice President of Yarmouk University.

"What are the principles and criteria that will be adopted when selecting and nominating leadership positions?"

Dr. Lubna Al-Rashdan, educational supervisor, Ministry of Education.

"It is not permissible to merge the accreditation body with the Ministry of Higher Education because the regulatory body itself cannot be the service provider and therefore it must be independent"

Dr. Mahmoud Al-Shayyab, former Minister of Health.

"Was the process of merging the Ministry of Labor with the Ministry of Industry and Trade based on certain criteria or on the services provided?"

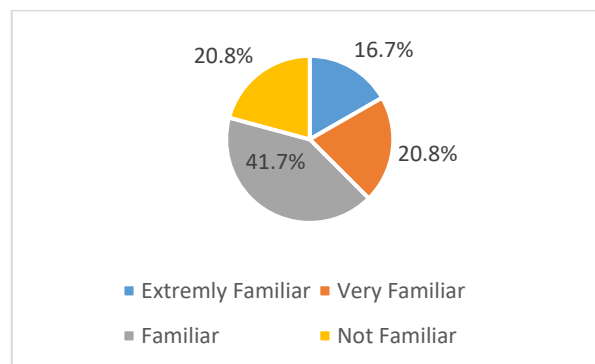
Dr. Tahseen Mansour, faculty member / Yarmouk University.

"A clear mechanism must be found to deal with the stock of the Civil Service Bureau before it is cancelled Hamid Al-Batayneh, former deputy.

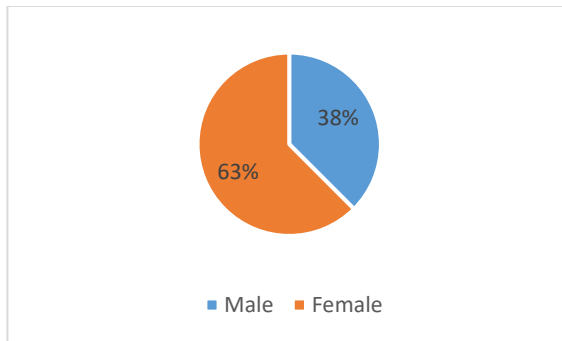
" Administration Ministry must be merged with the Ministry of Transport and the Ministry of Public Works and Housing for its connection to infrastructure services"

Rana Al-Tal, member of the Irbid Governorate Council.

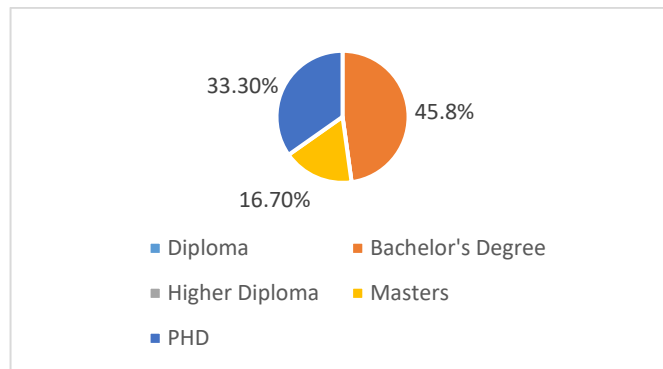
Results of the Questionnaire about the Public Sector Modernization Map in Irbid Governorate



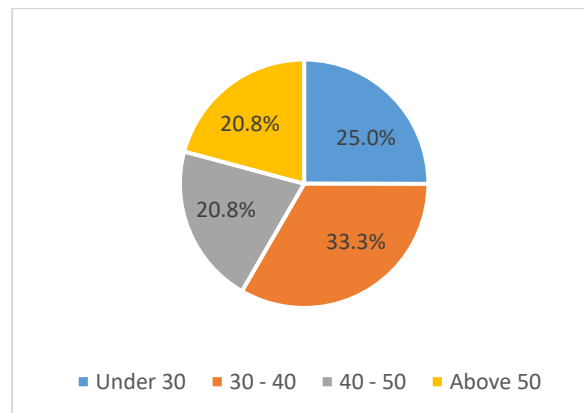
Sex



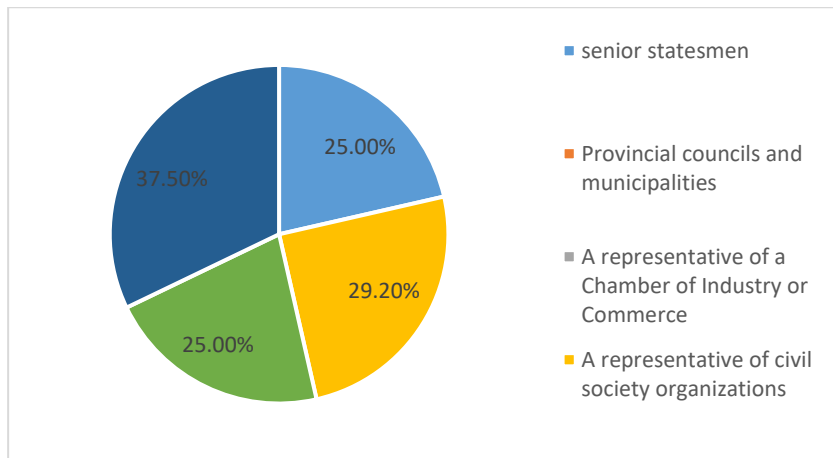
Educational Level



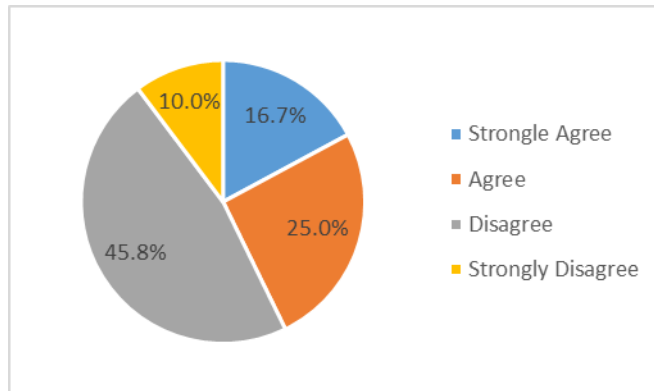
Age Group



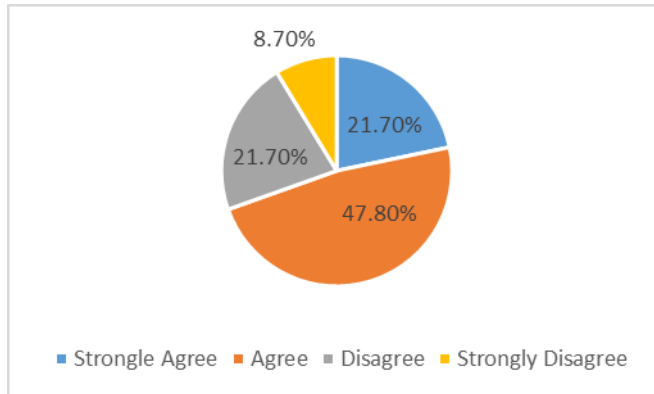
Work Nature



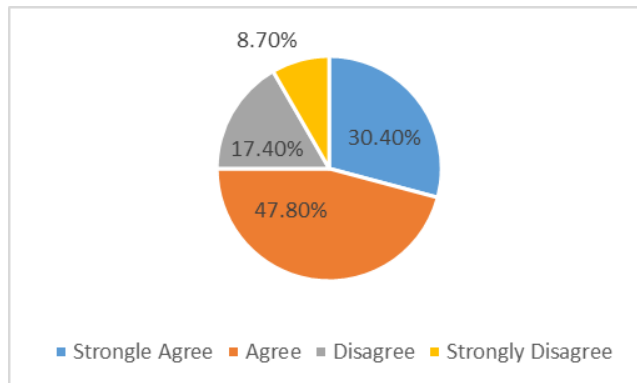
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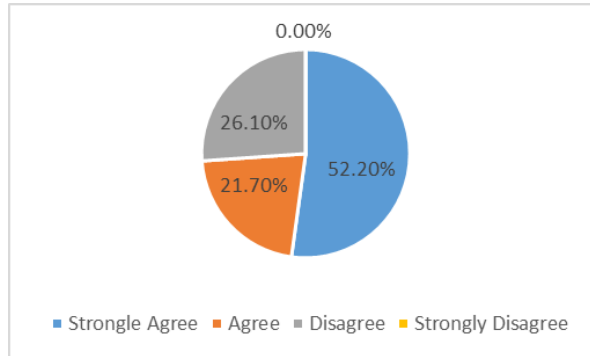
Case (2): Establishing the Ministry of Education and Human Resources Development, merging the Ministries of Higher Education and Scientific Research with the Ministry of Education, and transferring several tasks related to education from other entities to the Ministry



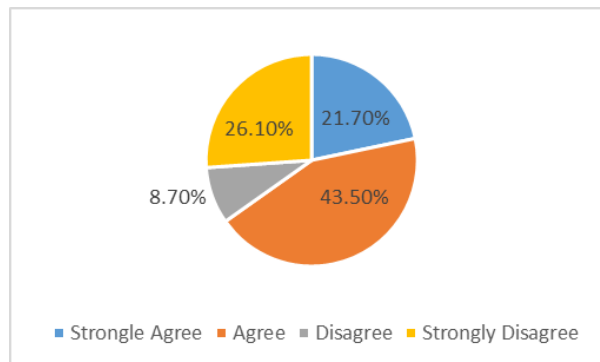
Case No (3): Merging the Ministries of Transport and Public Works, merging the Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services



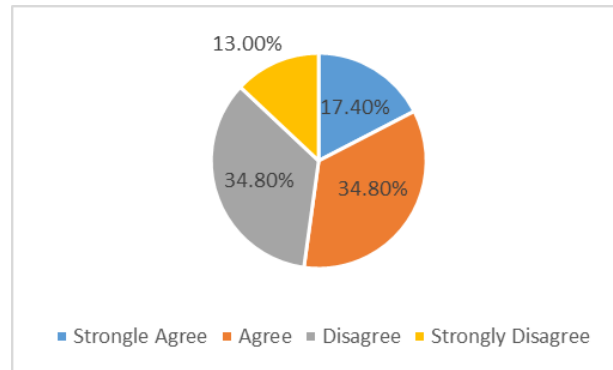
Case No (4): Merging the Ministries of Culture and Youth, merging the Ministry of Youth with the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



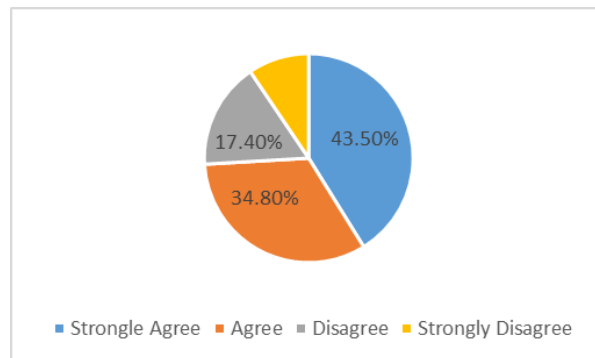
Case (5): Establishing the Ministry of Government Communication and transferring the link between the Jordan News Agency and the Foundation Radio and Television to it



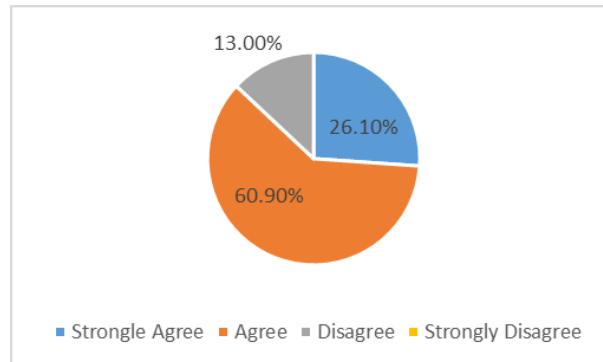
Case (6): The cancellation of the Civil Service Bureau and the establishment of an authority called Public Service and Administration (Decentralization of employment) by ministries and institutions directly



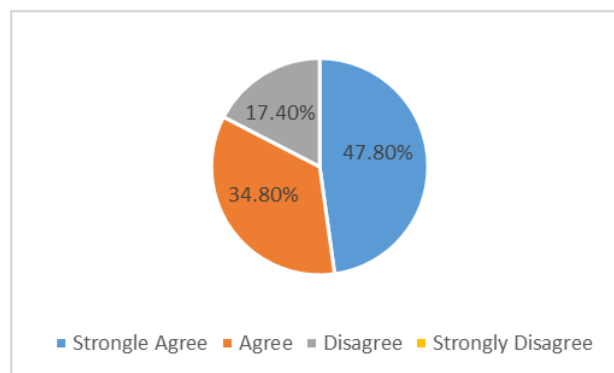
Case (7): Developing a performance appraisal management system for civil servants based on qualification, accountability and reward



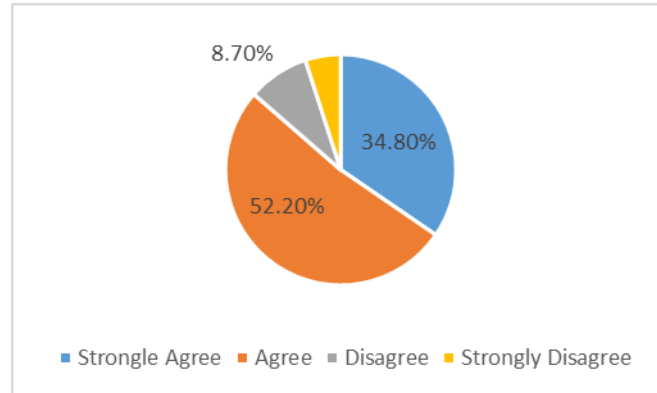
Case (8): One of the institutional arrangements mentioned in this component is the preparation and training of leader's government



Case (9): Reaching 100% of digitized government services in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Karak

Location: Mutah University

Day and Date: Monday 24 October 2022



At the beginning of the session, Dr. Musa Shtaiwi, President of the Jordanian Economic and Social Council, welcomed during his speech the attendance of Excellences, experts and members of the local community, and stressed during the conversation that day's session comes within a group of expanded national dialogue sessions targeting all governorates of the kingdom, which was launched by the council to discuss the plan to modernize the public sector with a number of specialized partners, and those with expertise and specialization, he added that the dialogue session stems from the role of the Economic and Social Council as an important advisory body to the government, and that the sessions are considered a basis for community dialogue on the road to modernizing the public sector, and are based on practical evidence and a consensual vision among all relevant parties in society.

The University President, Dr. Arafat Awajan, said that this session comes as a realization of the vision of His Majesty King Abdullah II in the expanded national dialogue to discuss the plan to modernize the public sector, indicating that the plan focuses mainly on improving the public sector in order to improve the level of services, improve the efficiency of public administration, and address bureaucratic procedures, managing change and enhancing institutional culture, which includes all components of management in all its aspects.

The Governor of Karak, Dr. Muhammad Al-Fayez, said that one of the basics of building institutional capacities is the development of effective partnerships with all institutions of society that lead towards excellence and competitiveness, and change aimed at continuous improvement in all areas of management, stressing the important role of universities that embrace creativity and excellence, as they are a place of hope for change and positive one that puts young people on the right path, which is in line with the directives of His Majesty the King on the need to have a road map that leads to development, modernization, and real sustainable development, the chairman of the council confirmed that the meeting comes to discuss the map of modernizing the public sector that was launched by the government about three months ago, as the public administration in Jordan is considered one of the most important achievements of the state during the first hundred years, and it was a milestone in the long development path with all the challenges it faced, and it constituted a great source of its competencies and expertise, during the nineties, management in the public sector began to suffer from several problems and challenges, the public sector witnessed a decline and weakness in its ability to achieve the desired goals, this is based on three main components, the most important of which are:

- The institutional restructuring component, and what it suffers from duplication and overlapping in its tasks, and weak coordination.
- The service component, and the decline in the level of its provision to citizens, which led to a decrease in the level of satisfaction of government service recipients, in addition to the poor compatibility between the priorities of digital transformation and the priorities of service development.
- The human resources component, which suffers from a set of challenges, including: the mechanisms of recruitment, selection and recruitment in the civil service, the lack of competencies and the weakness in the leadership capabilities of the upper and middle

groups, and the limited ability to attract and retain competencies, in addition to the weakness or absence of the institutional culture.

The chairman of the council added that despite several previous attempts to develop the public sector, in the end it did not achieve the required change, and because change and development have become a necessity and an urgent need, His Majesty King Abdullah II Ibn Al-Hussein launched a comprehensive renaissance project with the entry of the Jordanian state into its second centenary, it is based on three main priorities and components, namely: political modernization, economic modernization, and public sector modernization, in order to raise the level and quality of services provided to citizens, improve the efficiency of public administration, and address bureaucratic procedures, which has a positive impact on the economic situation and the standard of living of citizens.

Then, the Secretary General of the Economic and Social Council, Dr. Metri Madanat, reviewed the components of the modernization plan, which consist of 7 Components: include government services, procedures and digitization, organizational structure and governance, policymaking and decision-making, human resources, legislation, and institutional culture. Within the framework of the human resources component, which includes 8 strategic goals and 35 executive initiative designed to enable the public sector to develop a civil service apparatus that is more flexible, effective and responsive to changes, and that this apparatus is capable of selecting and appointing the required competencies and diversifying their sources according to the principles of merit, competitiveness, transparency and equal opportunity. Within the framework of government services, the most important challenges facing e-services were addressed, represented by the decline in the level of e-service delivery, the slow progress in its automation and digitization, the low level of satisfaction of e-service recipients, and the presence of high bureaucracy in its provision. Madanat referred to institutional arrangements and initiatives related to electronic services, such as improving services in direct contact with citizens and the business environment, and the complete transformation of digital payments in 2024, and the completion of the electronic transformation of services through access to 100% general digitized government services in 2025 and operating centers for comprehensive services at the rate of one center in each governorate, and starting to establish additional centers and allowing the private sector to operate 5 general centers by 2024.

Results of the Dialogue in the Governorate of Karak

	Attendance interventions
General opinions about the map	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The development must also include the legislation that regulates the work of government institutions, as some of them are 20 years old and outdated which needs to be evaluated and modified. ▪ For the period covered by the roadmap 10 years is a long time. ▪ There will be no administrative and political reform in isolation from economic reform. ▪ Emphasis on consulting the stakeholders before making a decision that affects their interests, for example: the industrial cities demolished Karak, if you visit it, you will find it empty of any factory, as everyone closed his factory. ▪ Efforts to come up with a map were based on drawing on the experiences of 12 countries, and this approach was adopted with regard to the issue of decentralization, which was built on the experiences of 8 countries, however, it is important not to lose sight of taking into account the issue of privacy, as happened in the issue of decentralization. ▪ The map is very good, which is the restructuring of the administrative structures and on using new tools that differ from those on which it was built for 100 years ago to keep up and simulate technological progress.

- In the map, one of the components is named (organizational structure and governance), governance is not limited to the organizational structure, as it is linked to all components.
- Administration is the foundation in any country and the Japanese experience is the best example.
- Administrative reform is linked to economic reform, so coordination with the private sector is very important when making decisions and amending laws.
- Development must include development on laws and regulations, for example: the civil service system is sterile, but the systems for private cadres are more sterile, such as the system for municipal employees, the system for occupying leadership positions, and others.

Questions and inquiries:

- Is this map binding and enforceable?
- In the absence of government evaluation and the crisis of the moral system, which is reflected in national affiliation, we look at the question: What is the reason for the failure of governments, how did we get here when we were pioneers and we trained neighboring countries? What is the reason for this decline? I expect that the answer is a defect in the moral system.

	<ul style="list-style-type: none"> ▪ Has the King Abdullah Center for Excellence been involved in the development and modernization efforts? ▪ Will the fate of this map be like the fate of its 3 predecessors? ▪ There should be a glimpse of the executive side and who will do it. <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ The evaluation department of the Prime Ministry must play a follow-up role and not be limited to evaluation with the aim of correcting the situation. ▪ The map must be translated into operational plans and logical frameworks that facilitate follow-up and evaluation. ▪ Lessons learned from the failure of 3 previous initiatives to develop the public sector should be documented. ▪ When developing implementation plans for roadmap initiatives, there must be measurable performance indicators and objectives (SMART).
<p>The organizational structure and governance component</p>	<ul style="list-style-type: none"> ▪ With the merger of the Ministry of Youth with the Ministry of Culture. ▪ Our crisis is more administrative than economic, especially public administration. ▪ Consideration should be given to cancelling independent bodies.

Attendance suggestions:

- Merging the Service Bureau with the Ministry of Labor so that it is a single entity concerned with the issue of work, workers and job seekers and their recruitment instead of transferring some of the tasks of the Ministry of Labor to the Ministry of Commerce.
- Mainstreaming the development of institutional performance so that it is not limited to the award system only, especially the criteria related to FQM
- Re-establishing the Board of Grievances.

Questions and inquiries:

- Who is this tremendous person who will manage this huge system? In my opinion, this step will be the final nail in the coffin of education, also, nurseries and vocational education will be included under the merger, if the current system is limping, then how it will be after the merger?
- As for the accreditation body, it is a supervisory body, how can it be part of the service provider?
- Was the opinion of the employees of the relevant ministries taken in the merger or cancellation process?
- What about the independent bodies from the move towards the government's legitimacy,

	<p>doesn't it necessitate the legitimacy of the bodies as well?</p> <ul style="list-style-type: none"> ▪ With regard to the public sector liberalization, what about the independent bodies, which drain millions from the budget annually, where are they from this update?
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<p>Government services and digitization</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ For digitization and so-called e-government, the plan must be realistic, especially in the absence of an action plan, unfortunately, we come up with strategic plans, but when moving to implementation, we find problems, therefore, I want to stress the need to come up with detailed implementation plans, especially since Jordan's rank in digitization is very weak in terms of international indicators. ▪ The cancellation of the Royal Court is an escape from a big problem. ▪ Universities need full time and focus due to the importance of their role, so I see that the disadvantages of integration are great. ▪ In the seventies and eighties, Jordan was exporting competencies to neighboring countries and was the pioneer in management, but today it is at the bottom of the ranks, especially in the matter of e-government. ▪ Governance and digitization will reduce corruption.
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	<p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ There must be a tendency to take advantage of the huge amount of data contained in each ministry and link it to the human resources component as well. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ There are countries that have a Ministry of Happiness, so where are we from this approach?
Human resources	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Recruitment matter: There are a lot of round about ways to get hired through interviews. ▪ According to the principle of good governance, the development of staff capabilities precedes good governance, in the sense of empowerment precedes and then accountability and promotion. ▪ As for motivating the cadres, it should be through increments. ▪ We need to develop the civil service system, as it is currently the cemetery of youth employment and the target group. ▪ It is necessary to protect the employee from moodiness at work and from frequent managerial changes. <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ The psychological factor of employees should be studied, for example: measuring job satisfaction

among employees, as it is mainly related to performance.

- A governmental institutional framework must be established that focuses on women's political and economic participation, currently, the concerned authorities are focusing on these aspects, international and non-profit organizations, so I stress the need for a budget allocated by the state to support this aspect.

Questions and inquiries:

- Regarding evaluating the performance of employees, is the employee really concerned with developing performance, especially in light of poor salaries?
- Regarding women's access to leadership positions, my question is where are the southern women from this, and why is it limited to women in Amman? what about women from different governorates?

Quotations of the Participants in the Dialogue Sessions in Karak Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"We hope that the Ministry of Education will not be merged with Higher Education, because the Ministry of Education alone needs great efforts regarding administrative, scientific and educational affairs.

"Dr. Talib Al-Sarayrah, Chairman of the Education Committee / Parliament

"We need to change the bodies that will implement this plan, and involve bodies such as academics and experts, especially in the field of digitization, to work on implementing this plan"

Dr. Manal Al-Ateeq, faculty member / Mutah University.

"The public sector modernization plan must be accompanied by measurable performance indicators and evaluation"

Engineer Mamoun Al-Adayleh, Director of the Karak Agriculture Directorate.

"The necessity of not merging the Ministry of Education with Higher Education, because each ministry has its tasks and specialization in a different way, and they constitute a major backbone of the state"

Dr. Nour Al-Qatawneh, a faculty member at Mutah University.

"We may accept the merger of the Ministry of Culture and Youth, but how do we accept the merger of the Ministry of Labor with the Ministry of Industry and Trade, and the merger of Education and the Ministry of Higher Education?"

Wasel Mobaideen, Head of the Karak Cultural Salon.

"How do we deal with universities as if they are a government sector for employment, and we demand from them global competitiveness, and therefore higher education needs a special ministry and full time?"

Dr. Fawaz Al-Shawawra, a member of the Mutah University faculty.

"At a time when we are calling for spending control, what is the fate of independent bodies from the public sector development plan?"

Dr. Muhammad Al-Anasweh, a faculty member at Mutah University.

"The importance of focusing on establishing a governmental institutional framework that focuses on empowering women and providing the necessary resources and capabilities to enhance their political and economic participation"

Attorney Ahlam Msnat, an activist in the field of women's rights.

"The Civil Service Bureau should be merged with the Ministry of Labor because its role is based on regulating employment"

Shaher Al-Asafah, civil society/private sector.

"It is not permissible to merge the Ministry of Labor with the Ministry of Industry, Trade and Supply, because one of the tasks of the Ministry of Labor is to organize the labor market, create a suitable environment for work and workers, and provide guidance and counseling services for job seekers, and therefore the conditions of the Ministry of Labor must be corrected, and its umbrella expanded."

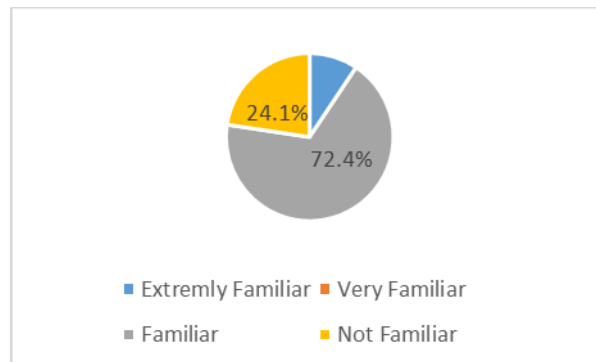
Tamader Al-Maaita, lawyer.

"Emphasis must be placed on qualifying the employee during the merger process"

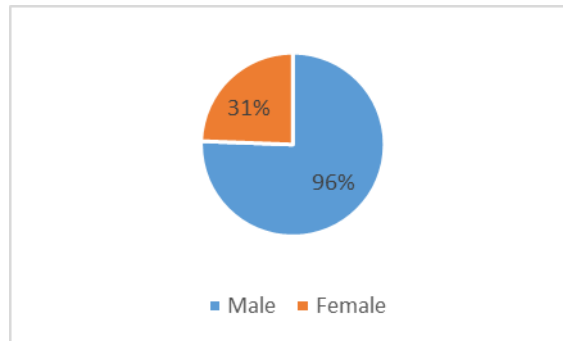
Engineer Maher Al-Maaita, Karak Governorate Council.

Results of the questionnaire about the public sector modernization map in Karak Governorate

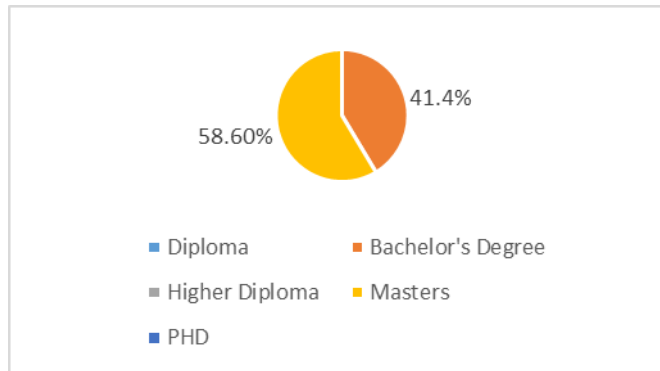
How familiar are you with the public sector modernization map?



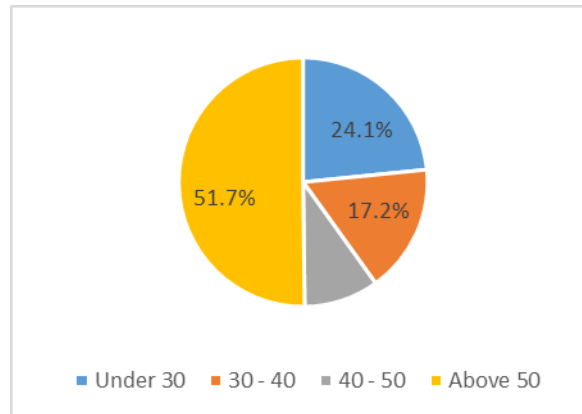
Sex



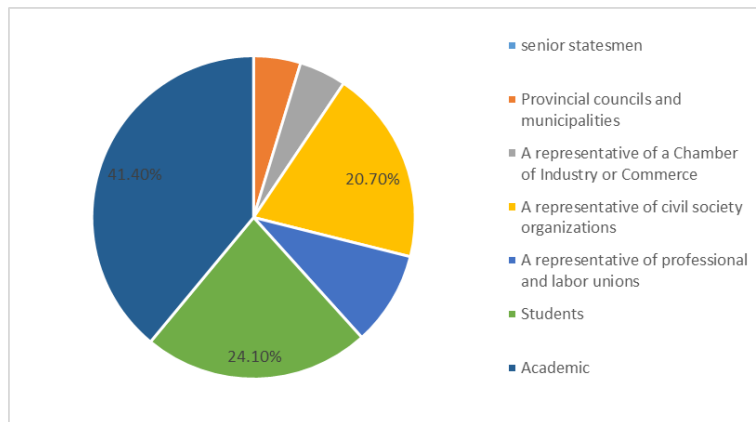
Educational Level



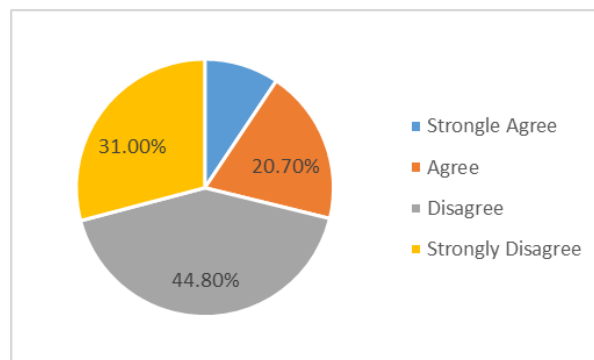
Age Group



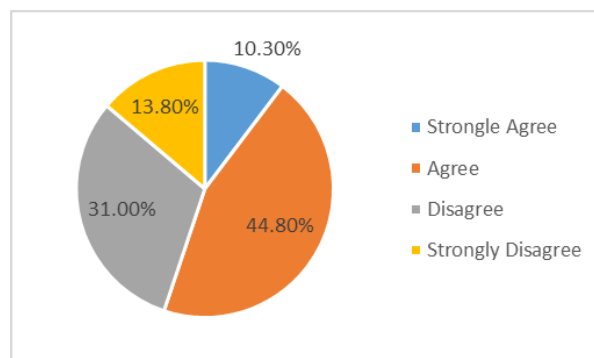
Work Nature



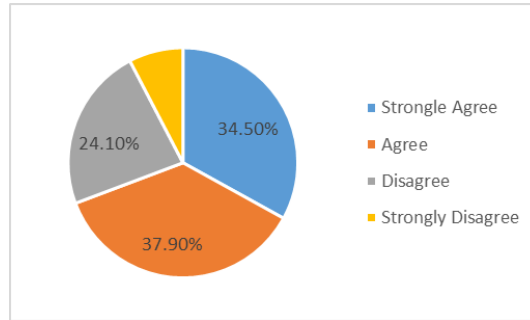
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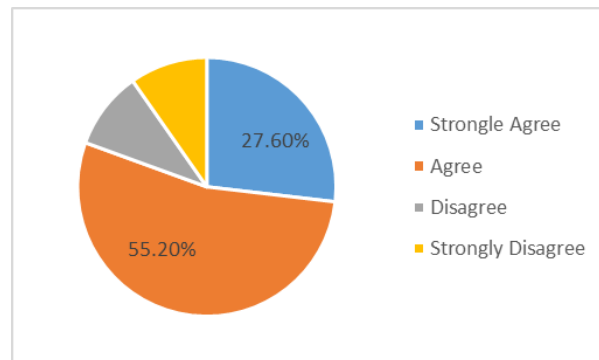
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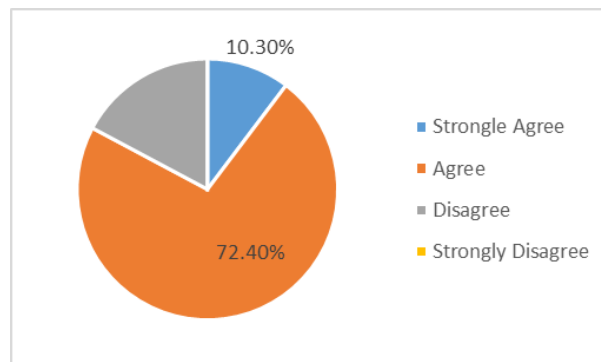
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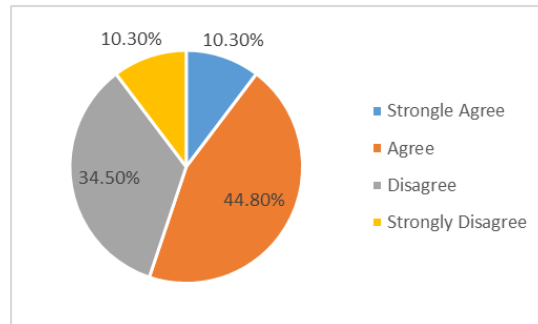
Case No (4): Merging the Ministries of Culture and Youth Merging the Ministry of Youth and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



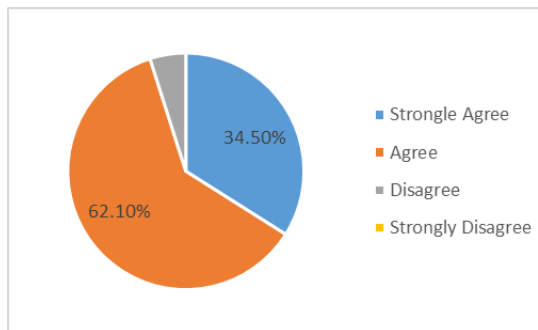
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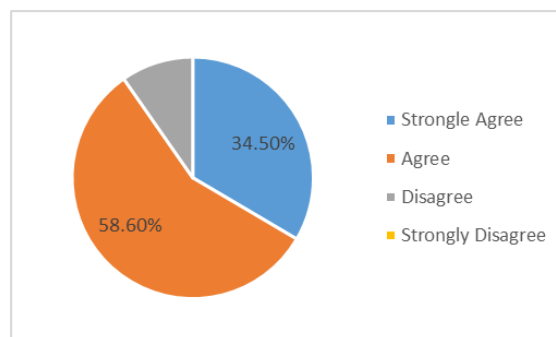
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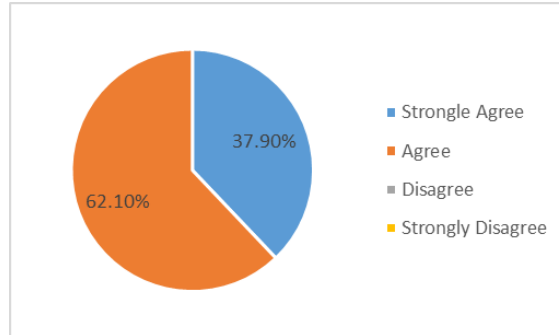
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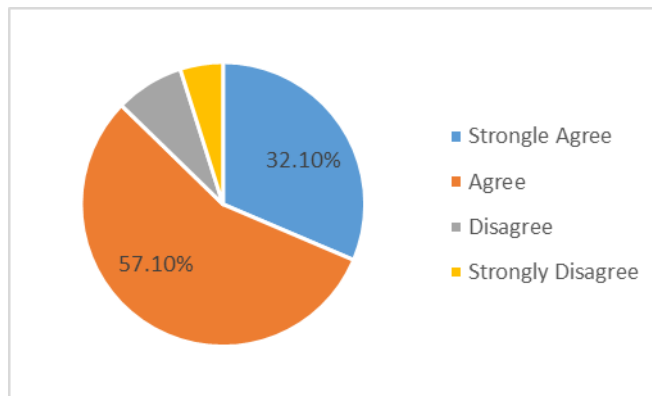
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Case (9): Reach a ratio 100% of government services digitized in proportion to the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Mafraq

Location: Al al-Bayt University

Day and Date: Tuesday 1 November 2022



The Secretary-General of the Jordanian Economic and Social Council, Dr. Metri Mdanat, in the presence of the Governor of Mafraq, His Excellency Mr. Salman Al-Najada, the Vice President of Al al-Bayt University, Professor Dr. Omar Al-Attin, and the President of the Economic and Social Council, Dr. Musa Shtaiwi, inaugurated the national dialogue session. Where the session began with the Jordanian royal salutation, then a speech for each of the Vice President of the University, who welcomed the attendees, and praised the performance of the council in starting a national dialogue to discuss the plan to modernize the public sector. Through this dialogue session, also welcomed by Dr. Musaa , President of the Jordanian Economic and Social Council, during a speech delivered in the presence of excellencies, experts and members of the local community, and stressed during the conversation that day's session comes within a group of expanded national dialogue sessions targeting all governorates of the Kingdom, which was launched by the council to discuss the plan to modernize the public sector with a number of specialized partners, experts and specialists.

He added that the dialogue session stems from the role of the Economic and Social Council as an important advisory body to the government, and that the sessions are considered a basis for community dialogue on the road to modernizing the public sector and are based on practical evidence and a consensual vision among all relevant parties in society, the Chairman of the Council also confirmed that the meeting comes to discuss the public sector modernization map that the government launched about three months ago, as the public administration in Jordan is considered one of the most important achievements of the state during the first centenary, and it was a milestone in the long development path with all the challenges it faced, and it constituted a great source of its competencies and expertise.

During the nineties, management in the public sector began to suffer from several problems and challenges, the public sector witnessed a decline and weakness in its ability to achieve the desired goals, this is based on three main components, the most important of which are:

- The institutional restructuring component and what it suffers from duplication and overlapping in its tasks, and weak coordination.
- The focus of services, and the decline in the level of its provision to citizens, which led to a decrease in the level of satisfaction of government service recipients.
- The human resources component, which suffers from a set of challenges, including:
Mechanisms of recruitment, selection and recruitment in the civil service, shortage of competencies and weakness in leadership capabilities among the upper and middle categories, limited ability to attract and retain competencies, in addition to weak or absent institutional culture.

The Chairman of the Council added that despite several previous attempts to develop the public sector, in the end it did not achieve the desired change, and because change and development have become a necessity and an urgent need, His Majesty King Abdullah II Bin Al Hussein launched a comprehensive renaissance project with the entry of the Jordanian state the second centenary, as it is based on three main priorities and components, that are : political modernization, economic modernization, and modernization of the public sector, in order to raise the level and quality of services provided to citizens, improve the efficiency of public administration, and address bureaucratic procedures, which has a positive impact on the economic situation and the standard of living of citizens.

Results of the Dialogue in Mafraq Governorate

	Attendance interventions
General opinions regard the map	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ We know that the modernization of the public sector failed in previous attempts, because it is not only merging and restructuring, but it is governance in its meaning related to transparency, justice, and accountability. ▪ Administrative reform is the source of political and economic reform. ▪ We cannot talk about administrative reform that does not coincide with legislative amendment. ▪ After service for 30 years in the public sector, and to be transparent, do not expect development in the public sector in the absence of the rule of law, in the absence of responsibility, in the absence of the right man in the right place, and in the absence of monitoring and accountability of the public servant, how do we adjust the system in the absence of these basics?
	<ul style="list-style-type: none"> ▪ The most important challenge facing the public sector is that the matter is entrusted to others, we all know the penetration of racism, nepotism. ▪ The development of the public sector begins with the involvement of stakeholders, such as holding these sessions, as they are the most capable of identifying challenges and approaching them and suggest solutions in addition to the use of international experiences. ▪ The duration of 10 years is logical, and the closest example is the Saudi vision 2030.

- There are several challenges that prevent the development of the public sector, most notably: the issue of nepotism, and the rapid change of leadership, also, the authorized person is afraid of taking decisions due to the negative effects of popular control (Facebook), so we find that there is no courage in making the right decision, and finally the instability of legislation, and unfortunately each change is worse than the one before.

Questions and inquiries:

- How will we develop on the public sector for the coming 10 years and the unemployment rate of this size?
- We feel proud of the existence of such sessions that confirm the principle of governance and consultative, but the question is what is the benefit of this session and the government started implementation of the suggestions?
- Regarding the proposed amendments, we have competencies and specialists in matters of public administration, do you consult these competencies?
- I wonder about the reason for the absence of representatives from such sessions when they are originally partners in this field?
- Regarding the issue of merging ministries, will the citizen feel the effects of the merger or cancellation?

Attendance suggestions:

- We need to study the unjustified expenses of houses, cars, given to officials.
- Population growth must be addressed and study its impact on the modernization plan, as in year 2040 the population will boom, did you take that into account? Especially since most of the population will be youth, which will put great pressure on the labor market.

<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Against the cancellation of the Ministry of Labor, the operating file must be strengthened not only through direct operation (Royal Court) but, through programs aimed at raising the efficiency of young people. ▪ Regarding the organizational structure, the merging of ministries must include independent bodies and refer them to the ministries. ▪ The issue of infrastructure should include coordination with water, communications and others. ▪ Regarding the employment file, currently, there is no party that adopts the issue of employment in the Ministry of Labor at all. <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ The development of the organizational structure should include facilitating and simplifying procedures, for example: the municipalities' work procedures have a lot of centralization and challenges, whether with the Ministry of Labor, Trade and Industry, or other.
<p>Government services and digitization</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The low quality of government services provided is a direct reflection for weakness of these leaders, especially the middle leaders. ▪ We need access to digitized services that reduce citizen-to-citizen friction (service recipient) and public servant. <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ The percentage of automated government services does not exceed 18%, or 442 services out of 2460, therefore, it was suggested that the Jordanian universities be used through specialized programs aimed at benefiting from the entrepreneurial capabilities of youth.

	<p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ With regard to the executive initiatives in the government services component, it was mentioned the involvement of the private sector in the comprehensive service centers, we need clarification?
Human resources	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Human resources are the focus in this system, we are aware of the problem of weak job loyalty, the starting point may then be the management policy address employees. ▪ Regarding human resources component there is an absence of job descriptions, especially for municipal employees. ▪ The absence of an accounting or accountability system for anyone responsible for his decisions, as well as for employees for their performance.

Quotations of the Participants in the Dialogue Sessions in Mafraq Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"The public sector does not need to be merged or restructured, but needs to apply governance and its elements"

Dr. Ahmed Al-Khazaleh, faculty member / Al al-Bayt University.

"The public sector development plan should extend to more than ten years and take into account the expected population boom among the youth in 2040 "

Dr. Muhammad Al-Sarhan, faculty member / Al al-Bayt University.

"The public sector must be constantly vital, so sustainability is very important to success of the strategy"

Dr. Muhammad Hamdan, Professor of Administrative Law / Al al-Bayt University.

"The problem in the public sector is the culture of nepotism, and quotas that exist among the citizen and the government"

Dr. Muhammad Al-Hayek, faculty member / Al al-Bayt University.

"The instability of the legislation regulating investment in Jordan leads to the outflow of real and actual investors"

Mohammed Al-Husban, Executive Director of Al Thuraya Development City.

"There is weakness in the middle leadership within the public sector for several reasons, including lack of knowledge and insufficient powers"

Engineer Firas Al Harahsheh, Head of the Agricultural Engineers Association Branch / Mafraq

"The main component in the process of developing the public sector is the employee, and thus the criteria for selecting a public sector employee

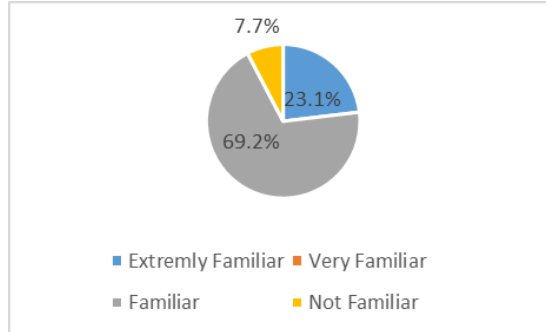
for unconvincing leadership positions"

Dr. Farhan Al-Masaeed, Professor of Administrative Law / Al al-Bayt University.

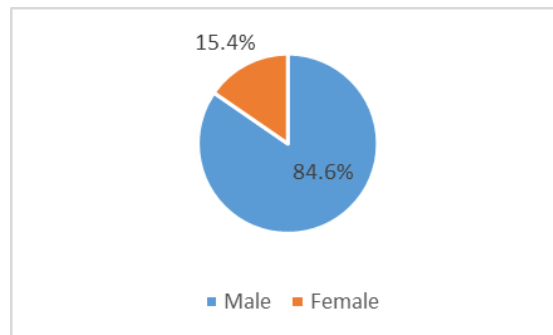
"The merger of the ministries must be followed by the merger of the independent bodies and their return to the parent ministries"

Engineer Muwafaq Al-Shdaifat, Mayor of Manshiet Bani Hassan.

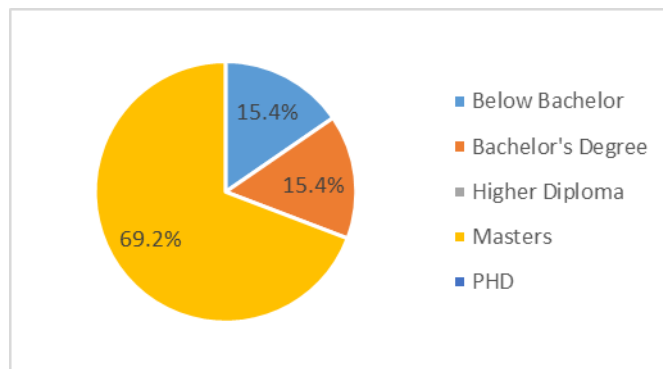
Results of the questionnaire about the public sector modernization map in Mafrq Governorate, how familiar are you with the public sector modernization map?



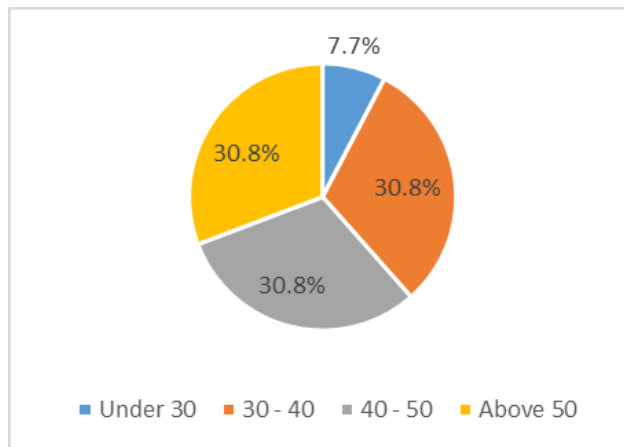
Sex



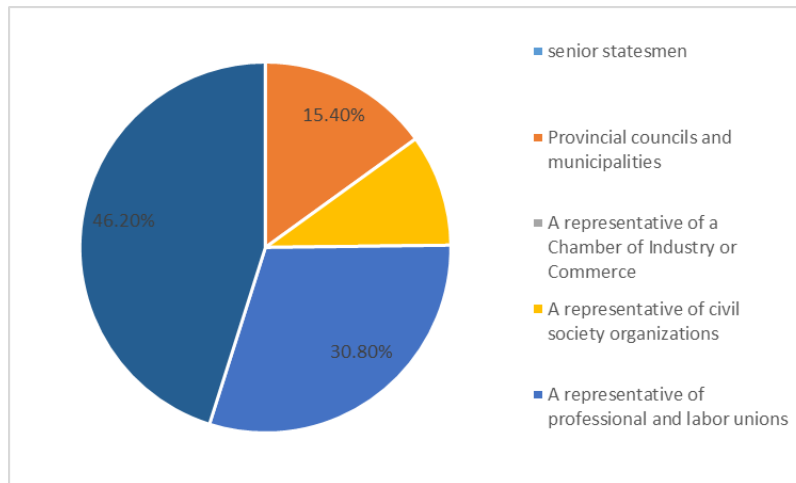
Educational Level



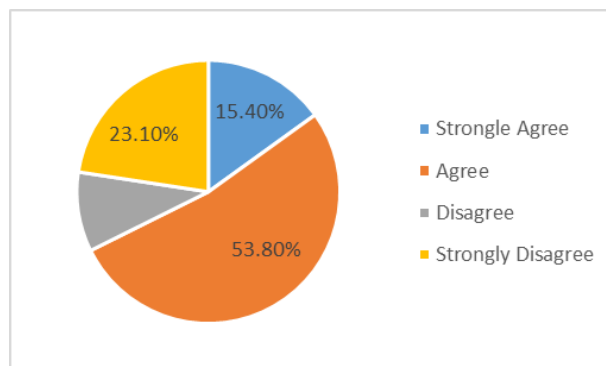
Age Group



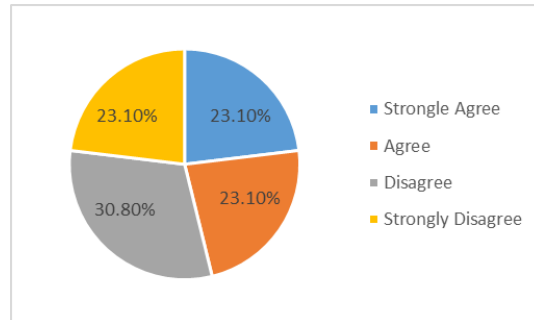
Work Nature



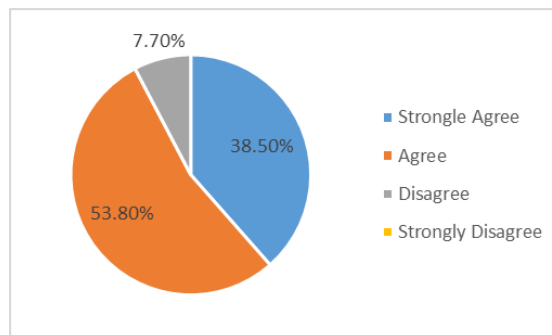
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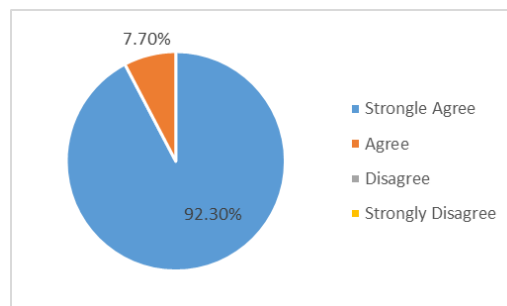
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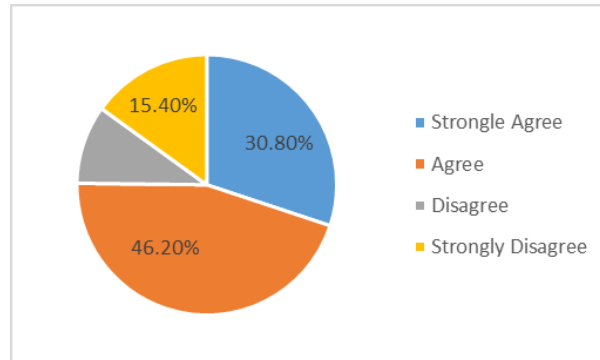
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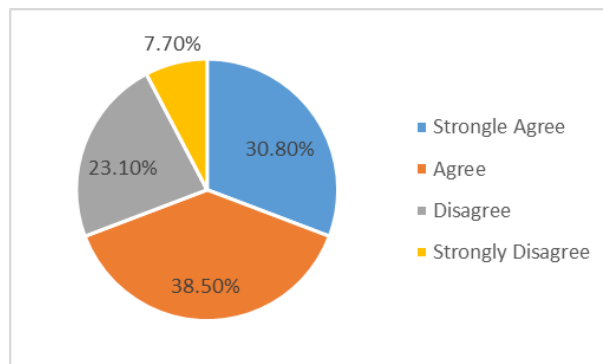
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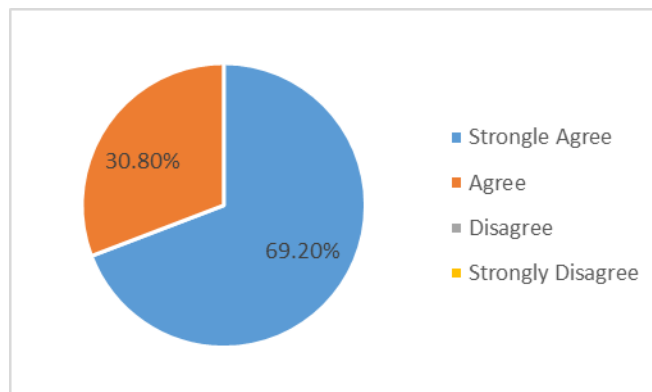
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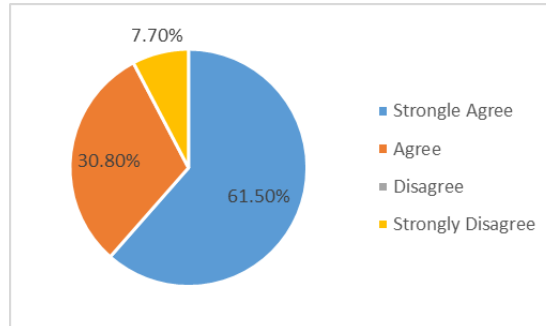
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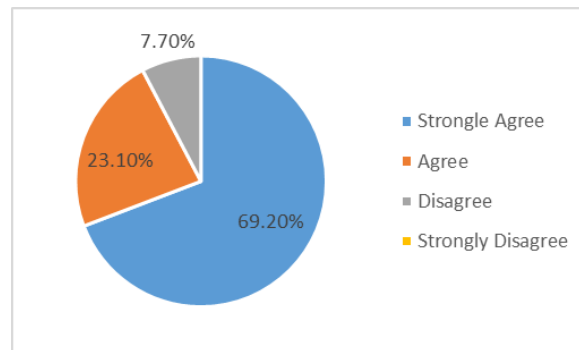
Case (7): Developing a performance appraisal management system for civil servants based on qualification, accountability and reward



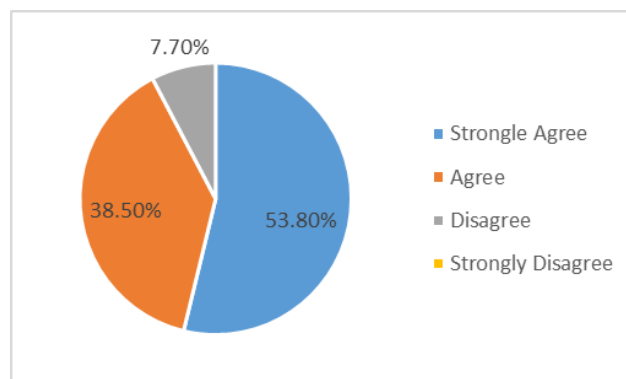
Case (8): One of the institutional arrangements mentioned in this component is the preparation and training of government leaders



Case (9): Reach a ratio 100% which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Ma'an

Location: Al-Hussein Bin Talal University

Day and Date: Monday 7 November 2022



The head of the council, Dr. Musa Shtewi, said during the opening of the dialogue session at Al-Hussein Bin Talal University in Ma'an Governorate, in the presence of the university's president, Dr. Atef Al-Kharabsheh, and with the participation of many groups of society in the governorate, the plan to modernize the public sector and raise awareness of its components and give the relevant people the opportunity to express their views on the plan or the elements of interest and provide conclusions and recommendations about the elements of the plan based on those dialogues, and the evaluation of the Economic and Social Council of the plan and its components.

He pointed out that the map of modernizing the public sector came in the context of the launch of His Majesty King Abdullah II, a comprehensive renaissance project with the entry of the Jordanian second centenary, which is based on three main priorities: political modernization, economic modernization, and public sector modernization, in order to achieve

His Majesty's vision of the need to raise the level and quality of services provided to citizens, improve the efficiency of public administration, and address bureaucratic procedures, which has a positive impact on the health of the economy and the standard of living of citizens.

Dr. Shtewi said that the government has presented a plan to modernize the public sector, with the aim of creating a possible and effective public sector that works to bring about the desired development for Jordan, achieve the well-being of citizens and lead the process of transformation and transition to the future, and government services.

For his part, the President of the University, Dr. Atef Kharabsheh, stressed the need to create an administrative environment to be an incubator for creativity and development, indicating that the comprehensive reform process led by His Majesty the King will contribute to the advancement of the Jordanian state and the development of its institutions, which will reflect positively on citizens and their quality of life.

During the meeting, the Secretary General of the Jordanian Economic and Social Council, Dr. Metri Mdanat, presented the three components of the plan to modernize the public sector, that are: the service component, which aims to develop government services to meet the aspirations of the citizen can access it smoothly and through various channels in a manner that achieves raising the quality and providing those services, accelerating their digitization and simplifying their procedures, and the institutions component that aims to improve the efficiency and effectiveness of the public sector, and what it includes in terms of developing organizational structures, strengthening institutional governance and compliance with legislation, and developing mechanisms for planning, evaluation and decision-making, building capacities of human cadres and leaders, attracting and retaining qualified technical cadres, and strengthening the institutional culture that supports public service, and the legislation component, which aims to review the legislation regulating public administration, and update it in line with the best international practices to remove any interference or conflict between them, and to strengthen its texts to be clear and practical when applied and not tolerate ambiguity or exceptions.

Participants discussed the components of modernizing the public sector, that are: government services a digitization procedure, and structure organizational and governance, policy and decision-making, human resources, legislation, and culture institutional, then, Dr. Shteiwi answered the audience's questions and listened to their proposals related to the plan to modernize the public sector.

Results of the Dialogue in Ma'an Governorate

	Attendance interventions
General opinions about the map	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The map must be translated into an operational plan. ▪ Any success efforts in development depend on a real partnership between the public sector and the private sector as well economic reform and political reform they are very much associated with the modernization of the public sector. ▪ For these sessions, we hope that the resulting feedback will be considered. ▪ In order to achieve reform, there must be real will and management for that, in addition giving the priority to the governorates and providing them with field and media access in order to achieve sustainable development. ▪ There is no trust between the citizen and government because of poor implementation and credibility. ▪ The organizational structures of most institutions are stereotyped and unfortunately there is instability in the organizational structures, there must be greater flexibility so that institutions can perform their tasks.

- There is a crisis of trust between the citizen and the government, and we do not blame the government only for that, but there is blame on the citizen also.
- As for the development of the public sector, it is uneven, there are ministries that have a strategy and there are those who do not, therefore, today we are ahead of a clear road map so as not to leave this issue to diligence and to overcome this disparity.
- I had hoped that day, there would be managers of various government institutions among us, so that we would hear from them who they are part of the system and the most capable hear their comments about the map.
- Messages sent by the government regarding impact of the map on the conditions of the current employees is reassuring, as the government has confirmed that it will not affect the status of the current employees.

Questions and inquiries:

- Will development efforts address the issue of high centralization in decision-making?
- The current government was not responsible for the current administrative sluggishness, rather, it is a slackness that occurred over many years, my question is, will the current government be able to implement the map?
- There is a problem with the procedures and their smoothness in the meantime, so how after the merger?

- Will there be a solution to the problem of centralization of decision-making and time related to that?
- What did the government rely on when it developed these initiatives?
- Where will the government get the necessary funding to implement these initiatives?

Attendance suggestions:

- That the provincial councils have a greater role, especially considering the trend towards decentralization.

<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The map addresses many organizational procedures, but technical procedures must be addressed also, which reduces the conflict between these procedures, and there must be a definition and drawing of the relationship between stakeholders, example: In the health sector, you must draw the boundaries of the relationship between the private and government sectors, when relationship horizontal or vertical. ▪ The digital economy: lacks values such as transparency and accountability. ▪ With the integration of vocational training with education. ▪ The provincial councils came as a result of the vision of His Majesty the King to achieve justice, and now, after the fifth year in a row, the work is still purely central, we still need to visit the capital several times, we need to achieve decentralization, which facilitates the workflow.
	<p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ Merging the Ministry of Investment with the Ministry of Labor.

Government services and digitization

Attendees' opinions:

- There is a problem with the multiplicity of platforms that provide the service, which makes it difficult to know these services and how to access them, there must be a unified application to facilitate access to these services.
- Electronic services and systems are witnessing rapid progress in all countries, and unfortunately, we are progressing very slowly, although we have bright minds, and we hope to benefit from them.

Attendance suggestions:

- Considering the disparity in infrastructure in different regions when providing government and digital services.

Human resources

Attendees' opinions:

- The government employee needs to modify the behavior, especially the employee who works for service agencies, behaviors such as his feeling that he owns the institution and therefore he has the right to choose how and when he will provide the service, as well as other behaviors related to discipline in time and the delivery of work to the fullest.
- Regarding the Service Bureau, we look forward to there being fairness in recruitment and fairness in salaries as well.
- Organizational and administrative procedures in the matter of recruitment must be based on competence and not on a specific job age range.
- With the cancellation of the Civil Service Bureau if the new system in which justice will be followed, but if there is no justice, then keeping the court as it is better.

Questions and inquiries:

- Regarding the cancellation of the Civil Service Bureau, what is the proposed new mechanism?
- There are several modifications to the article 9, which pertained to the Civil Service Bureau during the past few years, why all these amendments?
- Why not hire fresh graduates and rely on experience only?

Quotations of the Participants in the Dialogue Sessions in Ma'an Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"A strong and cohesive management trend is a must towards digitization processes and considers the setting of priorities mainly"
Dr. Saleh Al-Kharabsheh, President of Al-Hussein Bin Talal University.

"We do not have a comprehensive health system that regulates the relationship between the public and private sectors because the health service is not subject to a market economy"
Saleh Abu Tawila, journalist.

"The role of the decentralized provincial councils did not appear in the merger process"
Ismail Saidat, member of the Ma'an Governorate Council.

"The Ministry of Investment should be merged with the Ministry of Labor"
Aida Al-Khattab, rapporteur of women's committees in Ma'an Governorate.

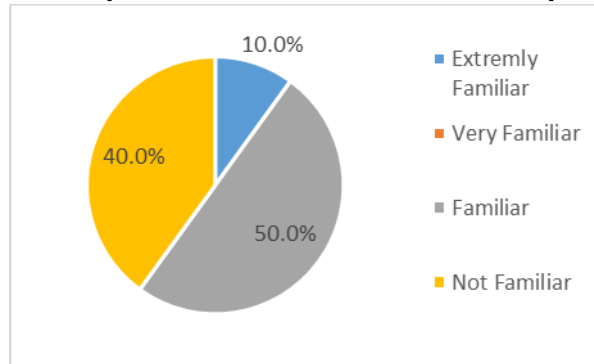
"The citizen wants to access services provided in a simple and easy way and as quickly as possible and with high quality, and the public sector development plan helps to eliminate bureaucracy within the institutions"
Senate Dr. Bassam Al-Talhouni, former Minister of Justice.

"What is the role of scientific research centers and universities and study centers in drawing up a public sector development plan?"
Lafi Al-Amarin, student / Al-Hussein Bin Talal University.

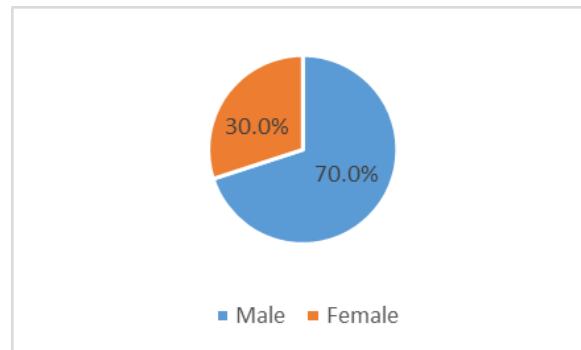
"Will the next governments be able to commit this plan and its recommendations and proposals"
Jawad Al-Khudari, journalist.

Results of the questionnaire about the public sector modernization map in Ma'an Governorate

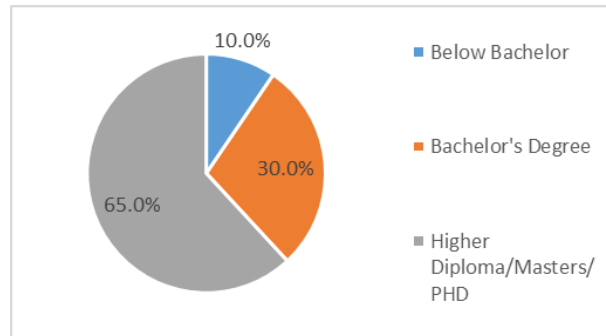
How familiar are you with the public sector modernization map?



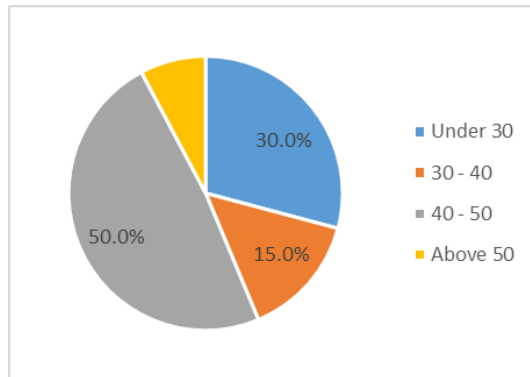
Sex



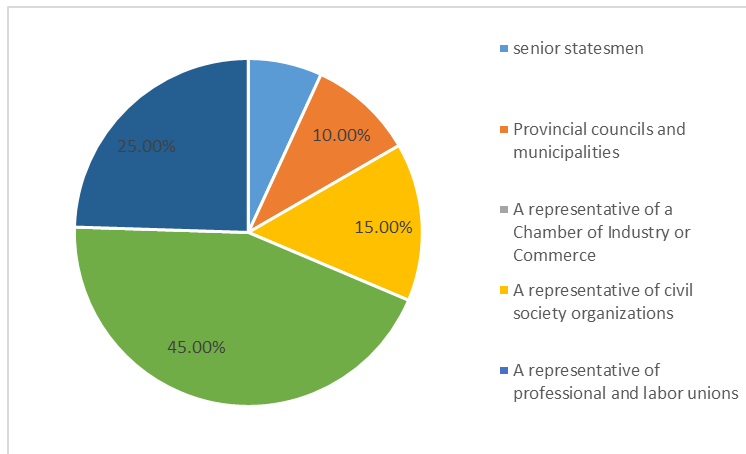
Educational Level



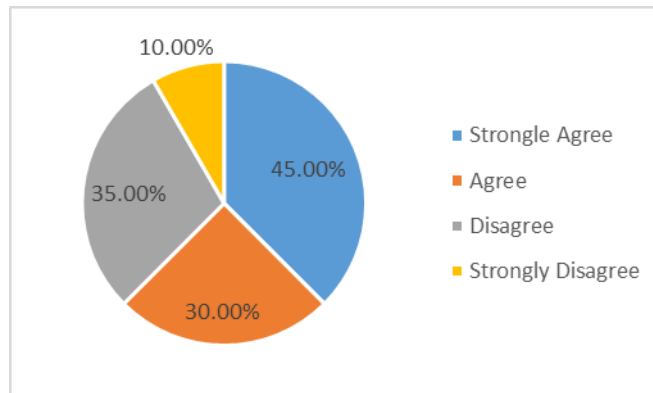
Age Group



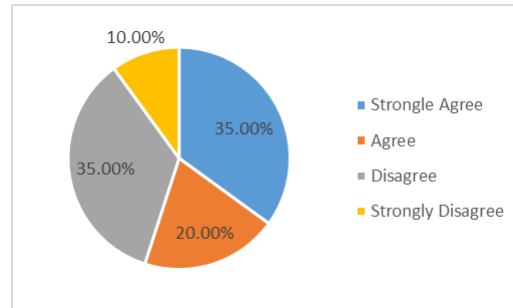
Work Nature



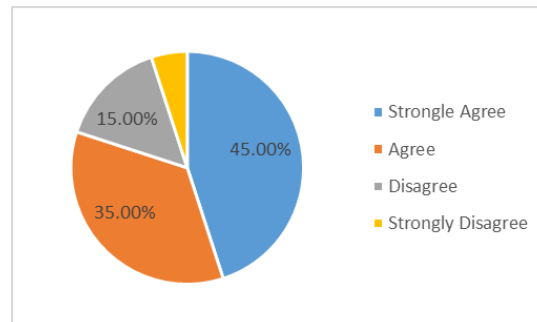
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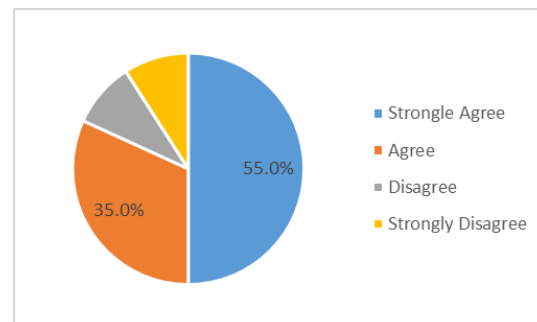
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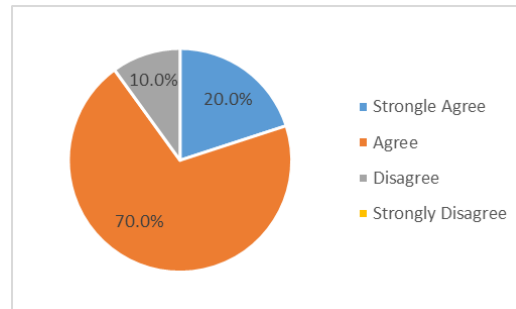
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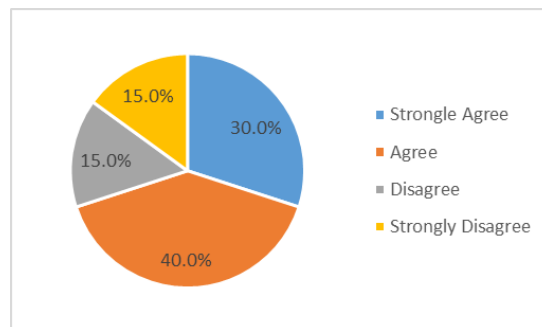
Case No (4): Merging the Ministries of Culture and Youth Merging the Ministry of Youth and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



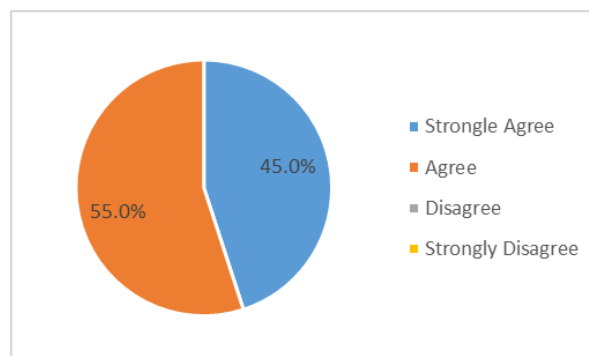
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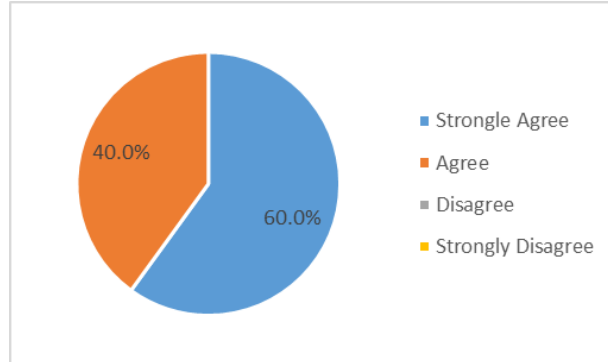
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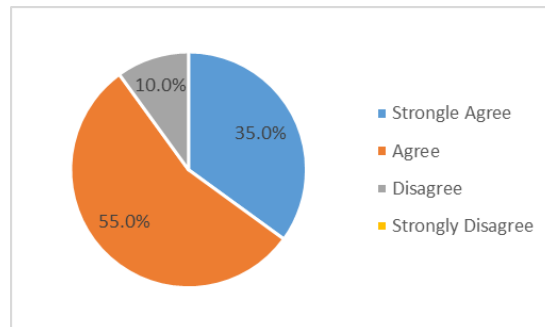
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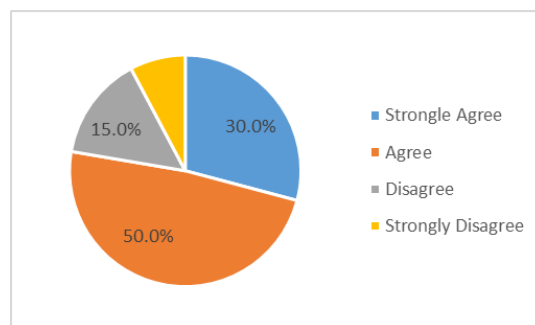
Case (8): One of the institutional arrangements mentioned in this component is the preparation and training of government leaders



Case (9): Reach a ratio 100% Which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Madaba

Location: American University in Madaba

Day and Date: Monday November 14, 2022



The Secretary General of the Jordanian Economic and Social Council, Dr. Metri Mdanat, opened the dialogue session at the American University in Madaba Governorate, he gave a presentation on a plan to modernize the public sector, and highlighted initiatives with a strategic aim to create a possible and effective public sector that works to bring about the desired development for Jordan and achieve the well-being of citizens through the achievement of 33 strategic goals, to be implemented in stages through the following three main components: organizational structure and governance, human resources and government services.

Then, Dr. Musa Shteiwi, Chairman of the Jordanian Economic and Social Council, delivered a speech welcoming the attendees, including Excellences, experts, and members of the local community, he confirmed through his conversation that day's session comes within the expanded national dialogue sessions launched by the council to discuss the plan to modernize the public sector with several specialist partners, in addition to those with expertise and specialization, and he added, that the convening of this dialogue session stems from the role of the Economic and Social Council as an important advisory body for the government,

and a basis for societal dialogue on public policies in Jordan, as it is based on scientific evidence and a consensual vision between all relevant societal parties. Madaba Governor Nayef Al-Hadayat said reform the public sector is the basis and lever for any serious and organized work to achieve the benefit of all members of society, referring to His Majesty the King's emphasis on the need to develop the public administration approach to provide the best service to the citizen.

The President of the American University of Madaba, Dr. Mamoun Akroush, stated that the modernization of the public sector comes at a crucial historical moment in Jordan, accompanying the approval of several political, economic and administrative reform, noting that comprehensive modernization with its three tracks constitutes a major national project that all efforts and resources must be devoted to achieving it.

For his part, the President of the Economic and Social Council, Dr. Musa Shteiwi, confirmed that the council held this session as an advisory body for the government and a house for community dialogue on public policies in Jordan, which are based on scientific evidence and a consensual vision between the relevant societal parties, Shtewi affirmed the government's commitment to considering the proposals and ideas presented in these sessions to improve what can be improved on the public sector modernization plan, he added that the meeting comes to discuss the public sector modernization map that the government launched about three months ago, as the public administration in Jordan is considered one of the most important achievements of the state during the first centenary, and it was a milestone in the long development path with all the challenges it faced, and it constituted a great source of its competencies and expertise.

During the nineties, management in the public sector began to suffer from several problems and challenges, the public sector witnessed a decline and weakness in its ability to achieve the desired goals, and so on several levels, the most important of which are: the structural level of the institutions and the duplication and overlapping of its tasks, and weak coordination.

On the other hand, the decline in the level of government service provision to citizens has led to a decrease in the level of satisfaction of government service recipients, and the lack of compatibility between the priorities of digital transformation with the priorities of service development, at the level of human resources, the challenge lies in the mechanisms of

recruitment, selection and employment in the civil service, the lack of competencies and the weakness in the leadership capabilities of the upper and middle groups, and the limited ability to attract and retain competencies, in addition to the weak or absent of institutional culture in this sector. The Chairman of the Council also added that there were several previous attempts to develop the public sector, and in the end failed to find the desired change, participants in the full-day session presented their proposals on structuring the public sector, developing the capabilities of workers in the sector, enhancing transparency, combating nepotism, improving the level of services provided, and moving forward in developing electronic services and developing legislation related to the sector.

Results of the Dialogue in Madaba

<p>General opinions about the map</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ There is a large gap between the citizen and successive governments, which has led to weak mutual trust between the two parties. ▪ His Majesty the King always talks about administrative, political and economic reform, the latest of which is the discussion papers, but we always find weakness in implementation by governments, although the work programs are integrated, but the weakness lies in the implementation. ▪ Reform completely depends on three: political, economic and administrative, and it should not be lame, but there are priorities, and, in my opinion, the priority is economic reform and then administrative, then political reform will follow. ▪ The continuity of the process must be ensuring, especially considering the constant change of governments, so that each minister completes the work of the previous minister. ▪ We must benefit from the experience and expertise of developed countries in the field of development of public administration. ▪ Repair or development that does not reflect the needs of people is not intended nor benefit. ▪ It is very scary that the citizen has become convinced and has a prevailing culture that there is no trust in the government, why the government doesn't provide citizens with the least number of justifications for the decisions taken? Why does the citizen feel that he is on one level and that the government is on another one? ▪ Our main problem is the lack of transparency, our governments are not transparent in the simplest and biggest issues. ▪ The map is an advanced state of awareness.
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- The public sector has a fundamental role in repair.

Questions and inquiries:

- How serious is the talk about modernizing the public sector? What was the fate of previous modernization attempts?
- On the theoretical level, the map is beautiful, especially since it solved the existing challenges, but the question is, have you studied it in depth? Where are the indicators of success?
- Will there be transparency and accountability in presenting the results of the update in case there is a default?
- In addition to the public sector playing its service role, it must also have economic projects that compete with the private sector.

<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Activating the role of the oversight bodies such as the Audit Bureau, the Audit Bureau is the legal oversight body and is present in every institution, and in every circle and every directorate, it compiles errors and abuses and reports them, but has no executive power and that must be investigated. ▪ Merging ministries is not always an administrative solution, eliminating centralization is the solution, example: The Minister of Health presides over the boards of the Food and Drug Administration, the Medical Council, and the Higher Health Council, and manages about 30,000 people, how will he follow up on the ministry while he is drowning in purely administrative work that prevents him from focusing on the strategy. ▪ Against the cancellation of the Ministry of Labor, as the inclusion of labor affairs contradicts with (business owners) in the Ministry of Trade, Industry and Supply. ▪ For the Ministry of Culture and Youth and the Ministry of Infrastructure I'm with this orientation. ▪ If the structure came as follows, it would be more logical: The Ministry of Commerce and Supply - The Ministry of Industry, Investment, and Education should be divided into more than one ministry, not the other way around, the Ministry of Environment should also be merged so that the environment becomes with the municipalities. ▪ Against the cancellation of the Ministry of Labor, since the labor market was never organized, so how about after the cancellation of the Ministry of Labor?
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Questions and inquiries:

- There is duplication in the work of some institutions and ministries, the most important example of which is the issue of independent bodies. Why not merge the independent bodies with the relevant ministries?
- How is the proposal to cancel the Ministry of Labor and transfer its functions to each of the Ministry of Trade, Industry and Supply and the Ministry of Interior, despite the discrepancy in the nature of their work?
- Where are the independent bodies from the merging process, especially since the goal is streamlining?
- On what basis was the restructuring done, have the concerned people was consulted?
- Independent bodies are putting pressure on the state budget, why not reconsider this?
- The goal in this component is to meet the citizen's aspiration, which is an elastic goal, how will reaching the citizen's aspiration be measured in Amman and in the governorates?
- Why not merge the independent bodies with the ministries, which is the priority to merge?
- Why was no mention of independent bodies?

	<p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ The work of the Ministry of Health must be reformulated to focus on primary health care (which it was distinguished for) and to reformulate its work regarding hospitals, because the current situation is a disaster for Jordan. ▪ The word “cancellation” of the Vocational Training Corporation was mentioned, yes, we know that it is not cancellation, but rather an annexation to the new Ministry of Education and Human Resources Development, but the word “cancellation” is rigid, I suggest that it be replaced by “transfer of duties”, for example. ▪ When proposing the merger, from an administrative and practical point of view, the specialized task and service aspects must be considered.
<p>Government services and digitization</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ There is a high bureaucracy in the procedures and services provided and they are long. ▪ There is no doubt that there is a will for reform, but the focus must be on developing basic services that have direct contact with citizens, such as health services. ▪ The time has come to overcome the moodiness of public servants when providing services for citizens. ▪ Regarding digitized payments, the state has allowed to benefit from parties we do not yet know who they are. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ for getting 100% from digitized services, do we have trained and efficient human resources? ▪ Do we have the necessary equipment, technologies and software for digital transformation?

	<ul style="list-style-type: none">▪ Do we have a study that analyzes the feedback from the recipients of electronic services to see if it is easy or difficult and takes their observation into account? <p>Attendance suggestions:</p> <ul style="list-style-type: none">▪ With regard to comprehensive service centers, they have been a great success in the Corona pandemic, so they must be generalized.
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Quotations of the Participants in the Dialogue Sessions in Madaba Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"We suffer in the Jordanian state
from centralization"

Dr. Ahmed Qtaitat, former Secretary
General of the Ministry of Health

"How can the Ministry of Industry and Trade and the Ministry of Labor be merged even though the Ministry of Industry and Trade cares about the rights and privileges of investors and the Ministry of Labor cares about the rights and privileges of workers?"

Dr. Youssef Gleilat, former head of the Madaba Governorate Council.

"The public sector development
plan lacked the inflation challenge
that the sector suffers from,
especially with regard to the
overcrowding of administrative
units and the number of
employees"

Muhammad Sulaimat, a social activist.

"The Ministry of Industry and Investment must be a ministry by
itself, Trade and Supply a ministry by itself"

Nabil Geishan, former deputy

"The salary scale must be unified in government institutions and departments"

Fadwa Hamarneh, a social activist.

" Have the future challenges and ambitions facing the public sector been identified based on a detailed study?"

Dr. Hanan Madanat, Dean of the Faculty of Communication and Languages / American University.

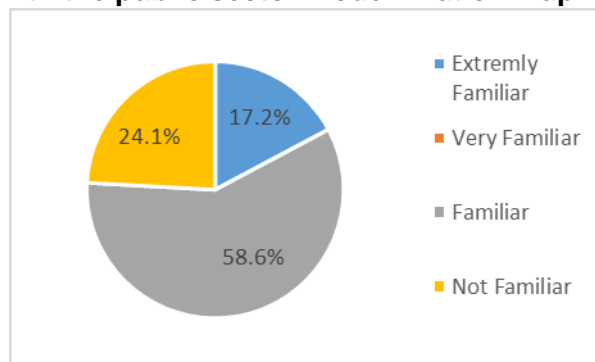
"It is necessary to move to the stage of training and empowerment after recruitment employees in the public sector"

Ghadeer Al-Fuqaha, Princess Basma Center for Human Development

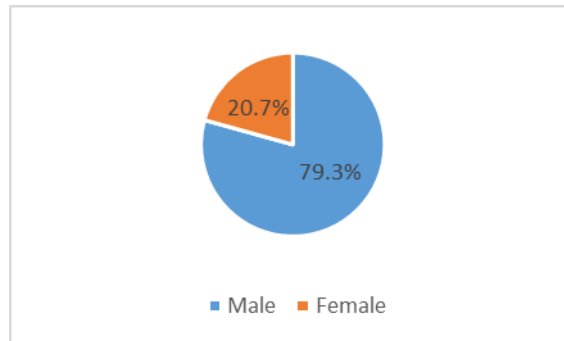
"Do we have the necessary equipment and technology and software that enables us in the process of digital transformation"
Shaher Al-Shakhanbeh, a specialist in management information systems.

Results of the questionnaire about the public sector modernization map in Madaba Governorate

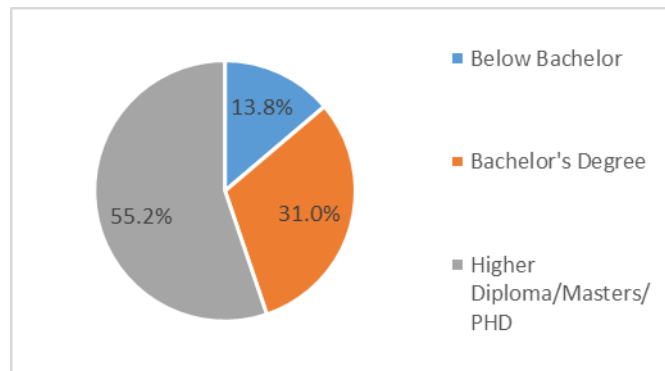
How familiar are you with the public sector modernization map?



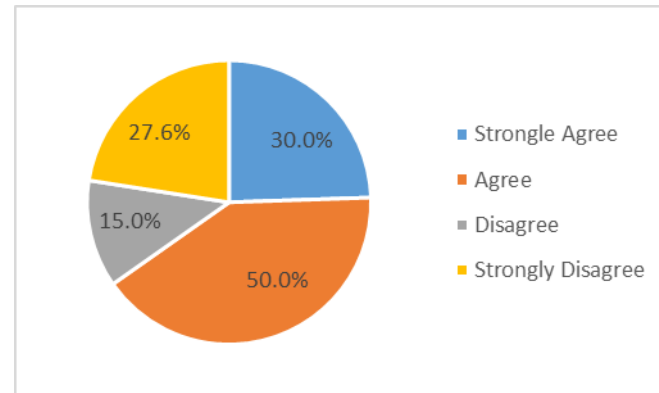
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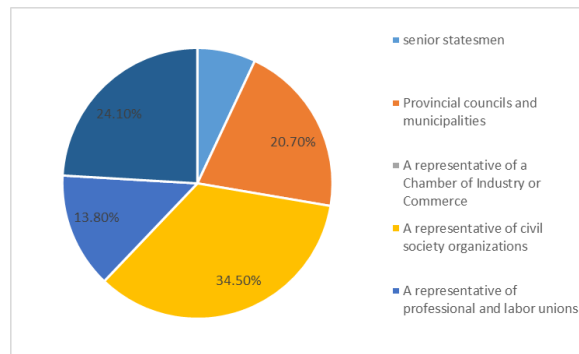
Educational Level



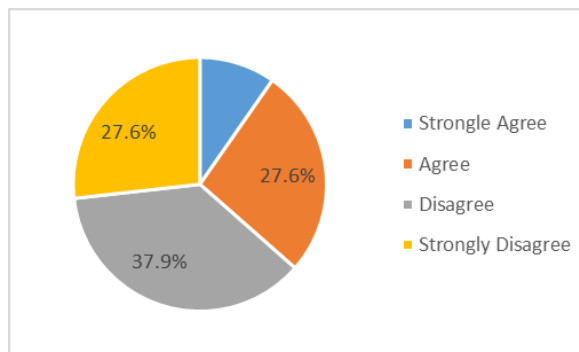
Age Group



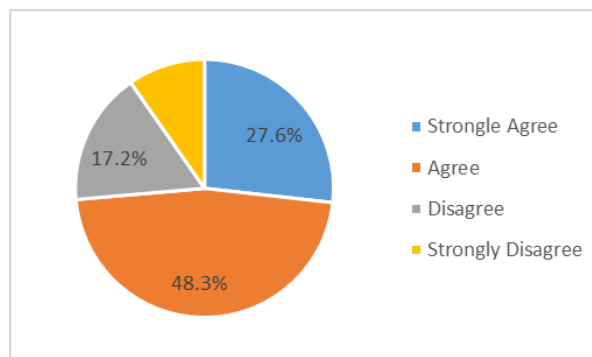
Work Nature



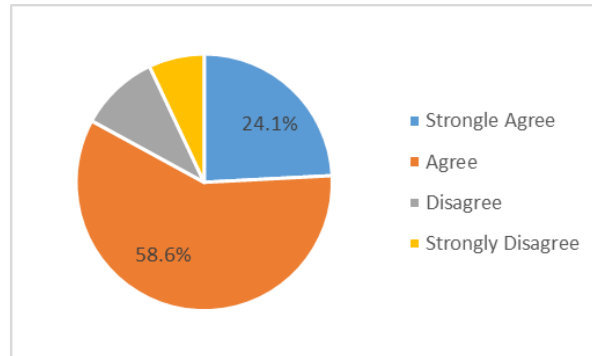
Case No (1): Cancelling the Ministry of Labor and transferring its functions to the Ministry of Interior and the Ministry of Industry, Trade and Supply



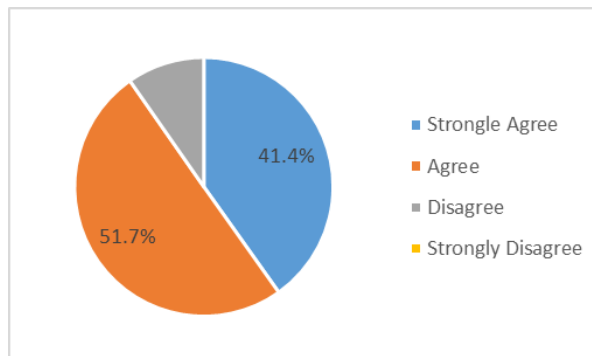
Case No (2): Establishing the Ministry of Education and Human Resources Development, merging the Ministries of Higher Education and Scientific Research with the Ministry of Education, and transferring several tasks related to education from other entities to the Ministry



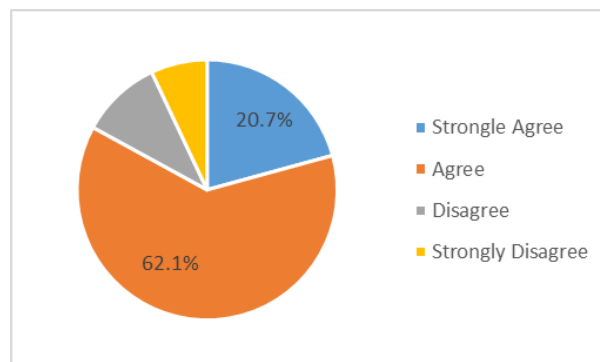
Case No (3): Merging the Ministries of Transport and Public Works, merging the Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services



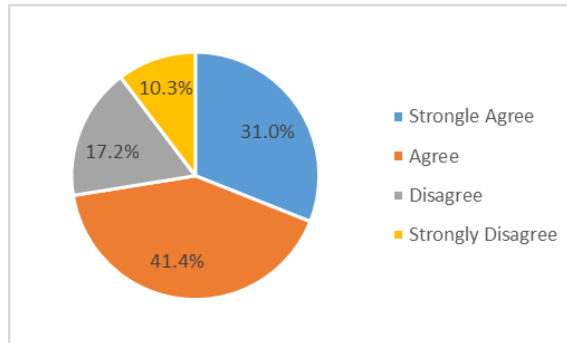
Case No (4): Merging the Ministries of Culture and Youth Merging the Ministry of Youth and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



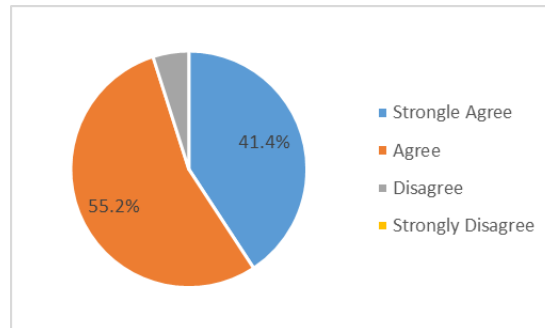
Case (5): Establishing the Ministry of Government Communication and transferring the links between the Jordan News Agency and the Radio and Television Corporation to it



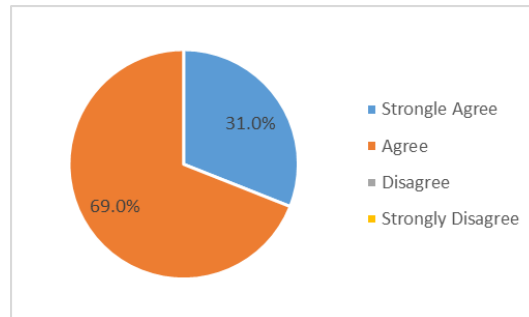
Case (6): The cancellation of the Civil Service Bureau and the establishment of an authority called Public Service and Administration (decentralization of employment) by ministries and institutions directly



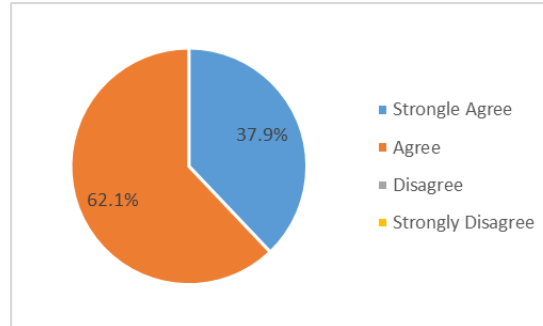
Case (7): Developing a performance appraisal management system for civil servants based on qualification, accountability and reward



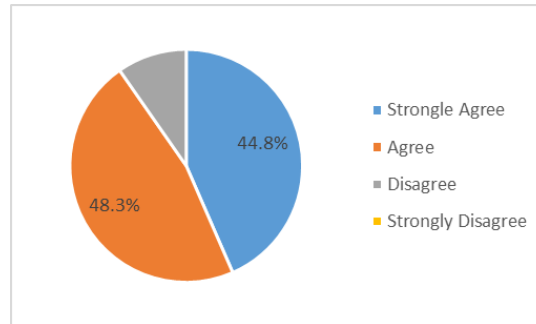
Case (8): One of the institutional arrangements mentioned in this component is the preparation and training of government leaders



Case (9): reach a ratio 100% Which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Ajloun

Location: Ajloun National University

Day and Date: Tuesday 22 November 2022



During the dialogue opening session from Ajloun National University in Ajloun Governorate on the plan to develop the public sector within the national dialogue conducted by the Council in all governorates of the Kingdom, Dr. Musa Shtaiwi, President of the Jordanian Economic and Social Council, delivered a welcome speech in the presence of Excellences, experts and members of the local community, he confirmed through conversation that day's session comes within the expanded national dialogue sessions launched by the Council to discuss the plan to modernize the public sector and that its role is advisory to the government in economic and social policies, and that it is the house of community dialogue in Jordan, it is based on a consensual vision among all relevant societal parties, he added that the meeting comes to discuss the map of modernizing the public sector launched by the government, as public administration in Jordan is considered one of the most important achievements of the state during the first centenary, and it was a milestone in the long development path with all the challenges it faced, and it constituted a great

source of its competencies and expertise. For his part, the Governor of Ajloun, Dr. Qablan Al-Sharif, said that the right tools must be found for the development of public sector, stressing that change will come at the hands of the next generation, which has the tools that enable it to lead the change, he also talked about the societal role, especially for university students, and the role of the private sector in the dialogue. For his part, the Chairman of the Board of Trustees of Ajloun National University, Dr. Muhammad Al-Smadi, stated that the development of the public sector in all its aspects has become an important entitlement and an urgent necessity, because of its positive impact on stimulating growth and raising the level of development in all sectors. The head of the Economic and Social Council, Dr. Musa Shteivi, affirmed that the dialogues conducted by the Council aim to collect opinions and consensus on the plan to include it in the final report that will be issued later and will be sent to the government with the aim to improve the plan, he pointed out that the government announced its commitment to making amendments based on proposals and scientific ideas that will prevail during the sessions, noting that the sessions constitute a feedback on the plan and an important entry point for the recommendations that will be presented to the government.

During the session, a presentation was made on the public sector modernization plan by the Secretary-General of the Jordanian Economic and Social Council, Dr. Metri Mdanat, in which he stated that the government, through a special committee for the development of the public sector, presented a map for modernizing the public sector, with a strategic aim to create an effective public sector that works to bring development desired for Jordan, and achieving the well-being of citizens through achieving the desired strategic goals in the map, which will be implemented in stages, then review the components of the modernization plan, which consists of 7 components include government services, procedures and digitization, organizational structure and governance, policy-making and decision-making, human resources, legislation, and institutional culture. A dialogue took place among the participants in the session, during which they stressed the importance of developing the public sector, as this will reflect on society, economy and investment.

Results of the Dialogue in Ajloun governorate

	Attendance interventions
General opinions about the map	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The roadmap for modernizing the public sector is the lever that drives the rest of the reforms. ▪ The citizen no longer trusts development and modernization initiatives and does not feel that they are applied on the ground. ▪ The state will not be able to advance the economy unless the public sector is developed, meaning that there will be no strong private sector unless there is a strong public sector. ▪ We have a strong administrative apparatus, but we want deposits to be handed over to the right people, we want trust over public money and spending it for the invest of citizen till the last drop. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ Is the state serious about modernizing the public sector, or is it an escape in the name of modernity from its duties towards citizens?
Organizational structure and governance component	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Against merging the Ministry of Education with the Ministry of Higher Education, because that would increase the burden on the Minister. ▪ Against merging the Ministry of Education with the Ministry of Higher Education, because the merger will affect the performance of the two ministries together, especially since they are among the most important ministries. ▪ Against merging the Ministry of Education with the Ministry of Higher Education because the number of beneficiaries from the two ministries is very high, so the merger process will disperse the effort,

and it does not keep pace with neighboring countries and international countries.

- Against merging the Ministry of Education with the Ministry of Higher Education, because the size of the merger is large.
- Against the cancellation of the Ministry of Labor because economic development can only be achieved with a safe work environment.
- Against cancelling the Ministry of Labor because there is no clear justification for it and assigning its functions to other ministries.
- The Ministry of Labor is one of the vital ministries and has a major role in addressing problems related to labor market, employment and unemployment, therefore, its cancellation will contribute to creating problems affecting the country and the citizen.
- Against the cancellation of the Ministry of Labor, because the Ministry is currently unable, with its specialized oversight bodies, to impose its control on the labor market, how if its tasks became part of another ministry?
- Against the cancellation of the Ministry of Labor because it is better to expand its competencies and develop on the legislation regulating the labor market.
- Against cancelling the Ministry of Labor because merging its tasks with the Ministries of Trade and Industry, Supply and Interior will increase their burdens, which may prevent focusing on the transferred tasks.
- Against the cancellation of the Ministry of Labor because up to this moment the Ministry of Labor has not been able to establish a wage authority in some areas.
- Against the cancellation of the Ministry of Labor, hardly a country is devoid of a ministry that regulates the labor market and labor affairs and is the most capable of taking care of workers' affairs.
- With the cancellation of the Ministry of Labor if this will speed up the procedures and facilitate transactions.

- With the cancellation of the Ministry of Labor, but this must be gradual.
- Against merging the Ministry of Youth with the Ministry of Culture, because the previous experience was not successful.
- Against merging the Ministry of Youth with the Ministry of Culture, due to the different objectives of the two ministries in terms of target audiences.
- With the merger of the Ministries of Youth and Culture due to the overlap and integration of their work.
- Against the establishment of the Ministry of Government Communication, because communication is an approach and should be in all ministries.

- Against transferring the affiliation of the Jordan News Agency and the Radio and Television Corporation to the Ministry of Government Communication because they are the fourth authority.

Questions and inquiries:

- What will happen to be transferred employees? and is it an official transfer or assignment?
- Nothing is mentioned in the map regarding independent bodies, especially since the justifications for restructuring and streamlining apply to many of them?
- Regarding the cancellation of the Ministry of Labor, who will handle the presidency of the Social Security Corporation, the Vocational Training Corporation, the Social Security Investment Fund, and the Development and Employment Fund, which are currently headed by the Minister of Labor?
- Regarding the cancellation of the Ministry of Labor, what is the merger and the implementation mechanism and stages?
- Regarding the cancellation of the Ministry of Labor, is there a study proving that the Ministry of Labor is deficient in its performance?
- With regard to cancelling the Vocational Training Institution and reassuring its duties to the Ministry of Education and Human Resources Development, will the privileges of education employees, such as teachers grant, apply to vocational training employees?

Attendance suggestions:

- Re-reading the merger of the Public Security Directorate, the General Directorate of Civil Defense, and the General Directorate of the Gendarmerie.
- Establishing a single agency that takes care of regulating economic activities in Jordan, to replace the Ministry of Industry, Trade and Supply and the Ministry of Planning, which unifies policies and limits the multiplicity of agencies involved in drawing up economic strategies in Jordan.

- Returning independent bodies to their ministries, as they burden the state budget.
- Adopting a periodic approach to evaluating the performance of ministries every six months by the prime minister, so that each ministry is required to submit a plan for the next session, and so on.
- The Ministry of Youth and Culture should have a role in communication with non-profit and international organizations.
- The merger of the National Center for Curriculum Development and the Teacher Training Academy into the Ministry of Education and Human Resources Development, as it is logical for the new ministry to handle the issue of training, especially since the word "HR" indicates that.

	<p>Attendees' opinions:</p> <p>Government service departments do not get the same respect as the private sector from the recipients (citizens).</p>
	<p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ Training of employees and cadres based on digitization to speed up work. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ Is access to 100% of services digitized by year 2025 realistic goal?
<p>Human resources</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The civil service system with penalties and incentives applies only to employees of the Ministry of Education. ▪ With the modernization of the recruitment system, the cancellation of the Civil Service Bureau, and the creation of the Service and Public Administration Authority, so that the role of the authority becomes a strategic, thinking role that supports ministries instead of the previous traditional, procedural role of the Service Bureau the authority can also have the role of observer and organizer of the decentralization process in recruitment (direct recruitment) which use new tools such as interviews and exams, which increases the opportunity to attract competencies. ▪ We have a crisis in the first and second official and the ability to use powers and take decisions. ▪ There is a great need to increase employment in some service centers, such as the recruitment of physicians in government centers and hospitals. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ With regard to the cancellation of the Civil Service Bureau and the adoption of the principle of decentralization in recruitment, what will ensure that nepotism and favoritism do not prevail, and that recruitment is subject to personalization?

Attendance suggestions:

- Maintaining the Civil Service Bureau with a clarification of the concept of public office, and heading towards the "rehiring" system, whereby the employee remains in his job unless he is presented to another, higher position, and is rehired based on certain principles and conditions.
- Notify citizens of the timeline to cancel the Service Bureau.
- That the development of human resources is not limited to punishment and accountability, but also to reward and incentives.
- Follow the armed forces' approach in empowering leaders, so that each director qualifies after him a technical and an administrative director.
- Controlling changes to the structure and personnel that follow the arrival of a new minister in order to ensure the continuity of the workflow.
- Empowering young leaders.

Quotations of the Participants in the Dialogue Sessions in Ajloun Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"We suffer in the Jordanian state
from centralization"

Dr. Ahmed Qtaitat, former Secretary
General of the Ministry of Health

"How can the Ministry of Industry and Trade and the Ministry of Labor be merged even though
the Ministry of Industry and Trade cares about the rights and privileges of investors and the
Ministry of Labor cares about the rights and privileges of workers?"

Dr. Youssef Gleilat, former head of the Madaba Governorate Council.

"We aspired to expand the powers of the Ministry of Labor and not cancel them,
because economic development can only come from a safe work environment."

Dr. Montaser Al-Qudah, Associate Professor of Law/ Ajloun National University.

"The start begins with building the employee in terms of selection and in terms of the tasks assigned to the employee in a manner commensurate with his qualifications, competence and capabilities."

Dr. Ahmed Amawi, faculty member / Ajloun National University

"There are some reservations about merging some ministries and withdrawing some of their responsibilities and giving them to an independent institution"

Salma Rabadi, former deputy.

"Is access to 100% of electronic services in a year 2025 Is it a realistic goal?"

Dr. Rabih Al Zaghoul, Head of the Psychological Counseling Department / Ajloun National University.

"Young leaders must be empowered and not fought against and not given absolute powers that allow arbitrariness in decisions"

Ali Qudah, former member of the Ajloun Governorate Council.

"There will not be a strong private sector unless the public sector is strong, and the state will not be able to give a role to the private sector by assuming its responsibilities towards society unless development reaches the periphery."

Dr. Farid Haddad, Member of Parliament.

"It is necessary to get rid of the role culture and resort to other tools in recruitment such as interviews and competitive exams"

Ali Al Darabkeh, former Secretary General of the Independent Election Commission.

"It is very important that there is a real evaluation of the performance of each institution every six months by the government"

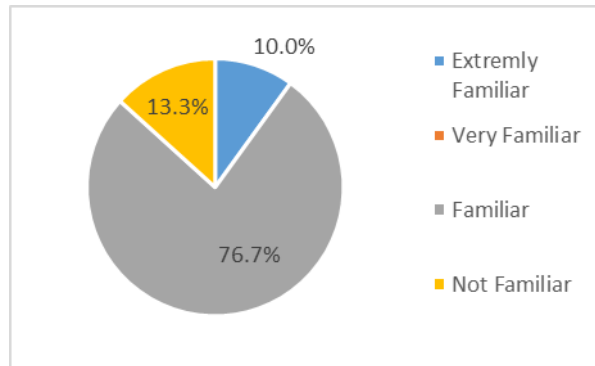
Dr. Rakiz Al Zaarir, Member of the Board of Trustees of Ajloun National University.

"It is difficult to have clear criteria for the recruitment process due to social considerations"

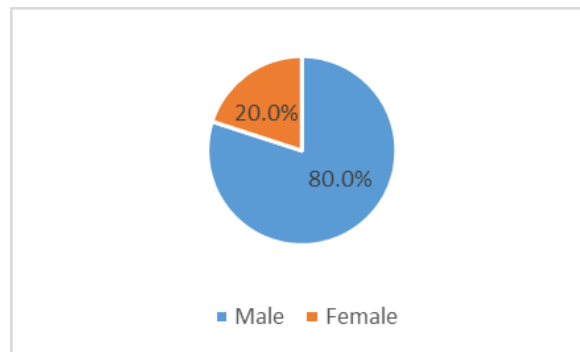
Dr. Khaled Thiabat, faculty member / Ajloun National University.

Results of the questionnaire about the public sector modernization map in Ajloun Governorate

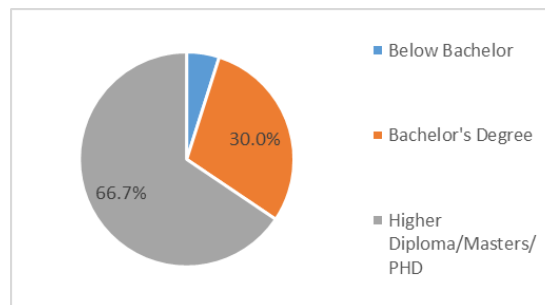
How familiar are you with the public sector modernization map?



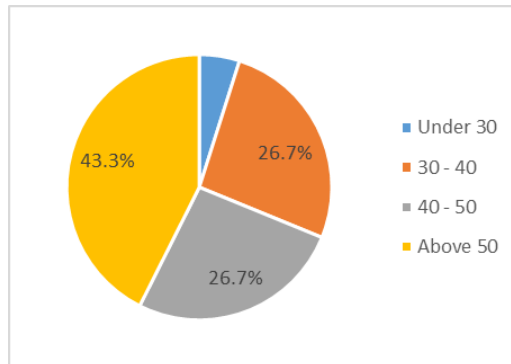
Sex



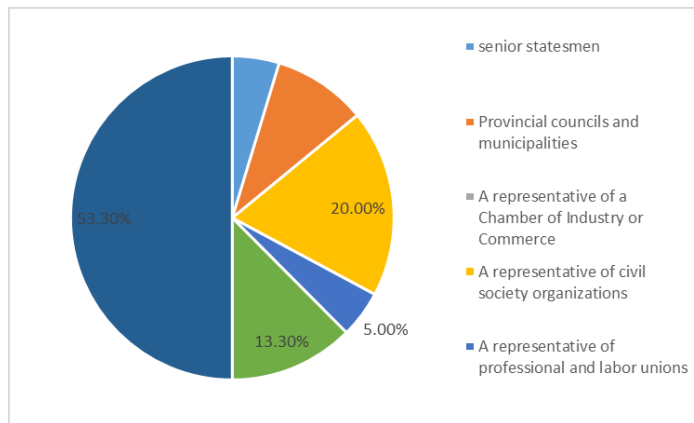
Educational Level



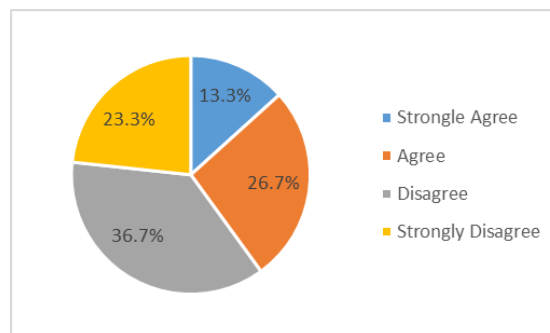
Age Group



Work Nature

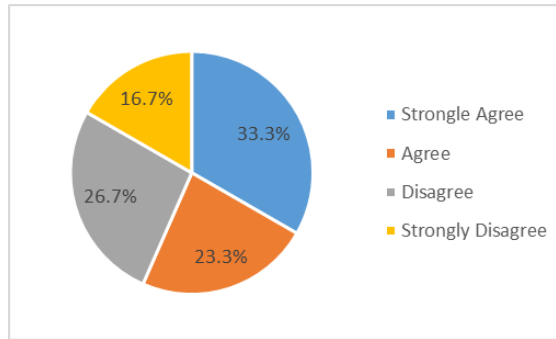


Case No (1): Cancelling the Ministry of Labor and transferring its functions to the Ministry of Interior and the Ministry of Industry, Trade and Supply



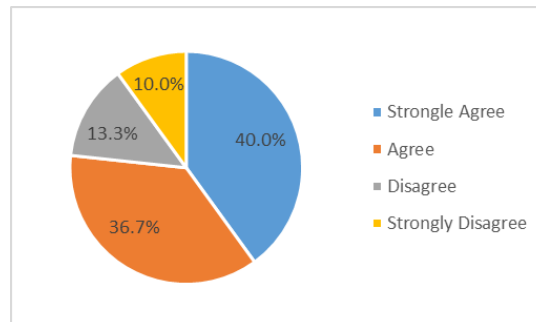
Case No (2): Establishing the Ministry of Education and Human Resources

Development, merging the Ministries of Higher Education and Scientific Research with the Ministry of Education, and transferring several tasks related to education from other entities to the Ministry



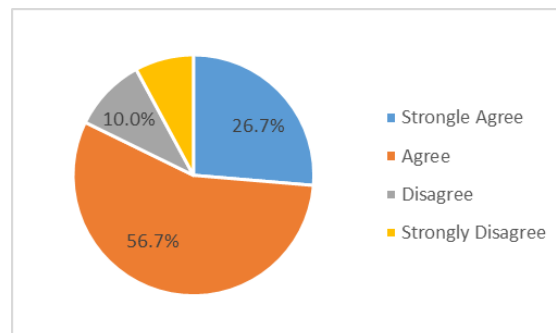
Case No (3): Merging the Ministries of Transport and Public Works, merging the

Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services

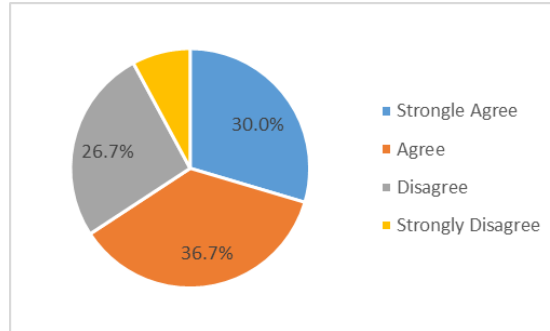


Case No (4): Merging the Ministries of Culture and Youth Merging the Ministry of Youth

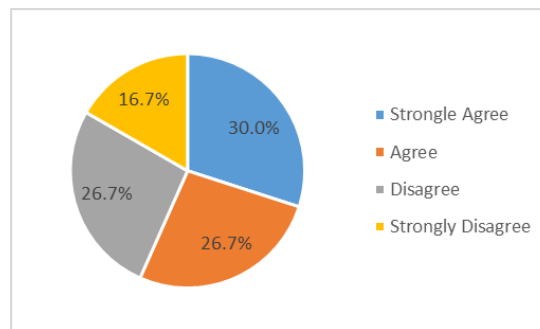
and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



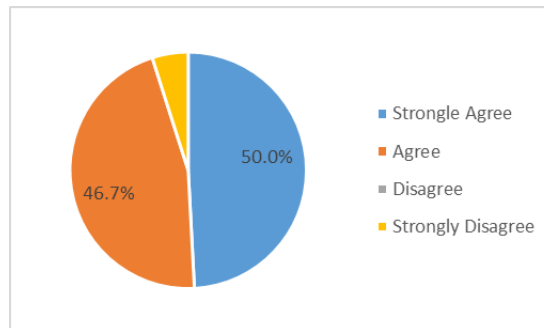
Case (5): Establishing the Ministry of Government Communication and transferring the links between the Jordan News Agency and the Radio and Television Corporation to it



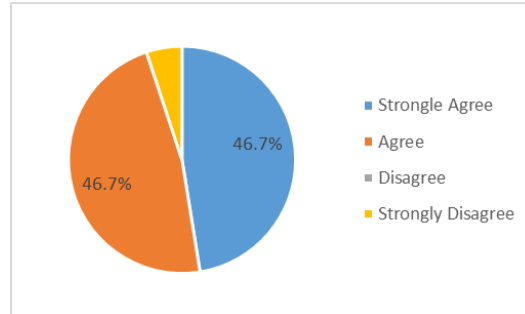
Case (6): The cancellation of the Civil Service Bureau and the establishment of an authority called Public Service and Administration (decentralization of employment) by ministries and institutions directly



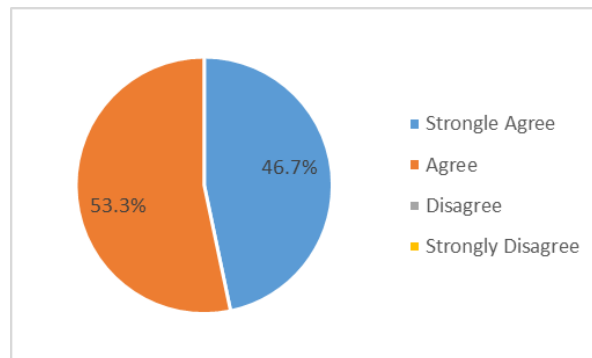
Case (7): Developing a performance appraisal management system for civil servants based on qualification, accountability and reward



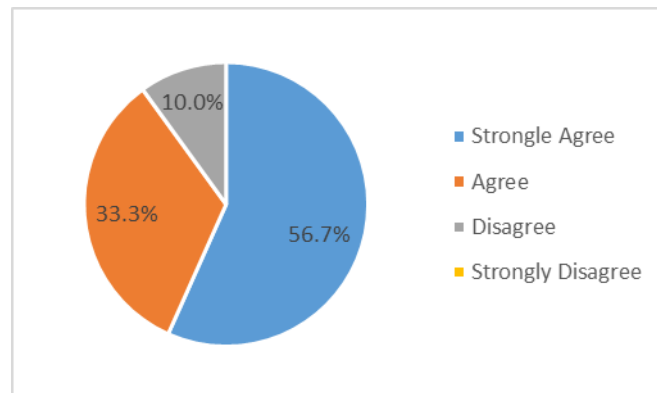
Case (8): One of the institutional arrangements mentioned in this component is the preparation and training of government leaders



Case (9): Reach a ratio 100% Which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Jerash

Location: Jerash Private University

Day and Date: Monday 28 November 2022



The Secretary General of the Jordanian Economic and Social Council, Dr. Metri Mdanat, opened the dialogue session on the public sector modernization map and reviewed the components of the modernization plan, which consist of 7 Components include government services, procedures and digitization, organizational structure and governance, policy-making, then the President of Jerash Private University, Prof. Dr. Yousef Abu Al-Abous, delivered a speech in which he welcomed the attendees, and indicated that the administrative reform plan is an extension of the political and economic reform plan and achieving sustainable comprehensive development, the representative of the Governor of Jerash gave a speech in which he thanked the Economic and Social Council for its efforts in realizing the vision of modernization of the public sector, and he spoke about the need for the role of the public sector and human resources working in the sector in the modernization process and what it will lead to making implementation plans applicable.

Dr. Musa Shteivi, President of the Jordanian Economic and Social Council, delivered a speech and he stressed through the conversation that today's session comes within the sessions of the expanded national dialogue launched by the Council to discuss the plan to modernize the public sector and the importance of the advisory role it provides to the government, he added that the meeting comes to discuss the map of modernizing the public sector launched by the government, as the public administration in Jordan is considered one of the most important achievements in preserving the identity of the state during its journey, and it was a milestone in the long development path with all the challenges it faced, and it constituted a great source of its competencies and expertise, during the 1990s, changes began to affect the state administration, which led to its regression for several reasons, including the rapid population increase it was exposed to, administrative slackness, declining competencies, and weak transparency and government accountability, this led to several countries in the region advancing administratively over the Jordanian administration.

Accordingly, His Majesty King Abdullah II Bin Al Hussein launched a comprehensive renaissance project with the entry of the Jordanian second centenary, as it is based on three main priorities: political modernization, economic modernization, and public sector modernization, in order to raise the level and quality of services provided to citizens, and improve the efficiency of public administration, because of its positive impact on the strength of economy and the standard living of citizens.

Based on stated before, the government, through a special committee for the development of the public sector, presented a plan to modernize the public sector, with a strategic aim to create an effective public sector that works to bring about the desired development for Jordan, and to achieve the well-being of citizens through achieving the desired strategic goals in the plan, which will be implemented through three main components: organizational structure and governance, human resources, and government services, he stressed that the session comes within several sessions of expanded national dialogue launched by the Council to discuss plan to modernize the public sector, and that its advisory role is important for the government in adopting the outputs of the national dialogue.

Results of the Dialogue in Jerash Governorate

	Attendance interventions
General opinions about the map	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The state is responsible for employment because it is the one who sets the education policy (labor market inputs) which its role to manage students' orientation so that it is not only academic, but also vocational and technical. ▪ Modernization should be reflected in youth employment and job creation. ▪ We are in the second centenary; administrative decisions are still a field of experiments. ▪ Our most important obstacles in administrative work are weaknesses in legislation, the lack of the right man in the right place, unreality and unsustainable of strategic plans, especially as they change with the change of people. ▪ The government is required to draw up policies that create investment opportunities and thus employ youth. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ Modernizing the public sector is a project that has costs, have the financial costs of this project been calculated? ▪ Will the government abide by the recommendations that will come out of the national dialogue sessions?

Attendees' opinions:

- Against the cancellation of the Ministry of Labor, because its cancellation and the distribution of its functions diminishes its importance, as its role is not limited to work declarations, but there are significant, specialized and global issues regarding work, such as decent work, social protection and discrimination at work, which were not clearly raised, as for vocational training, it is mainly one of the tasks of education.
- The problem of administrative sluggishness varies between the various ministries, but there is a significant and noticeable decline in some service ministries such as health.
- Against the cancellation of the Ministry of Labor, as work and workers are a large sector and need a reference to organize its affairs.
- Against the cancellation of the Ministry of Labor, its cancellation is considered a disaster, as there is a conflict of interests when we merge its tasks with the Ministry of Trade, Industry and Supply, and the ministry is a member of the International Labor Organization, it makes no sense for a minister other than the Minister of Labor to attend the meetings, in my opinion, the merger is not well thought out.
- Against cancelling the Ministry of Labor, because while it exists, it is incapable of regulating the labor market and labor affairs, so how about if it canceled?
- Independent bodies cost the government more than half a billion annually.

Questions and inquiries:

- Why did the map of modernizing the public sector not address the issue of independent bodies, given that they are considered part of the government, especially since they constitute a burden on the state budget?

- What is the purpose of merging ministries, is it to reduce costs or reduce duplication of tasks?
- Why did the map exclude the Municipality of Amman from the structure?
- Is the merger of ministries only for the sake of consolidation? What are the goals of the merger?
- Is there another plan than the merge? Privatizing some tasks, for example?
- What will happen to the employees whose ministries will be cancelled or merged?

Attendance suggestions:

- It is necessary to take advantage of the best international practices to formulate the tasks of the Ministry of Labor, as almost every country is devoid of a Ministry of Labor.
- The Ministry of Education and Human Resources Development should play a role in preparing young people for work, whether it is job or entrepreneurship.
- I suggest that the Health Council be a supervisory body for the public and private health sectors.

<p>Government services and digitization</p>	<p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ Regarding digitization and computing, why are teachers still required to fill in the grade sheets manually? There are many examples of that.
<p>Human resources</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The cancellation of the Civil Service Bureau is the biggest calamity that will face Jordanians, because at least it operates in the que system despite nepotism. ▪ The main reason behind the low level of service is the employee himself, unfortunately, employees who do not know the law and do not respect time. ▪ Modernization is not a matter of legislation, but of leadership, we have a defect, especially in the system of appointing senior administrative leaders such as the Secretary-General and the Director-General. ▪ With the cancellation of the Civil Service Bureau, as it has a strategic dimension, which is the cancellation of a culture among young people that the state employs, the cancellation of the Bureau is a source of pride. ▪ Against the cancellation of the Civil Service Bureau and the trend towards decentralization in recruitment, especially in case of nepotism, the problem of recruiting competencies will grow even more. ▪ Regardless of the procedure that will be followed about the Civil Service Bureau, it is important to find a fair recruitment system, as the weakness of justice has increased the lack of trust between the citizen and the government. ▪ There is a problem with unneeded recruitment, in all universities of the world there is one administrator for each academic, but in our universities the ratio is three administrators for each academic, and this is the most prominent effect of nepotism.

Questions and inquiries:

- With regard to the cancellation of the Civil Service Bureau, there is unfairness for those who have been waiting for so many years, what will their reaction be?
- How will the map address the issue of weak accountability?
- What will ensure that nepotism do not pervade the new recruitment system?
- What is the difference between the role of the Authority and the Civil Service Bureau?
- According to the map, it is proposed that the Civil Service Bureau be cancelled in 2027, what are the procedures that will be followed during the next five years (the transitional period)?

	<ul style="list-style-type: none">▪ Does the plan present a solution to the problem of recruitment system so that there is a need for it? Currently, there is an imbalance in the distribution of human resources among institutions, we have slackness in some institutions and an urgent need for a larger number in other ones, such as doctors and pharmacists?▪ We have previous experience in cancelling the Civil Service Bureau, but what happened? nepotism penetrated? What is the difference? How will the proposed idea address this problem? <p>Attendance suggestions:</p> <ul style="list-style-type: none">▪ It is true that we suffer from a decline in the level of services, but if we investigate the causes of these challenges, we will find that there is a weakness of the employee in knowing the laws related to his job, so I suggested that the issue of training and qualifying staff is a priority.
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Quotations of the Participants in the Dialogue Sessions in Jerash Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"The three most important issues that the Ministry of Labor must undertake are: decent work, social protection, and discrimination at work, which are not raised in Jordan yet. Therefore, the Ministry of Labor should not be viewed solely as an entity issuing permits for expatriate workers"

Dr. Atef Odaibat, former Minister of Labor

" Repair Public sector starts from repair the basis for selecting the highest administrative leaders "

Dr. Haitham Hijazi, former head of the Civil Service Bureau.

"Has the financial cost of the public sector development plan been calculated, and what is the desired economic return?"

Dr. Muhammad Al-Afif, faculty member / Jerash University.

"How can some of the social and political considerations that hinder the application of accountability in the public sector be overcome?"

Dr. Ismail Bani Taha, faculty member / Jerash University.

"The public sector suffers from the lack of fixed future plans, but plans change with change of persons"

Dr. Abdul-Mahdi Al-Damour, Dean of Student Affairs / Jerash University.

"It is necessary to adopt the administrative empowerment system and it is done through administrative empowerment with decisions, and skills"

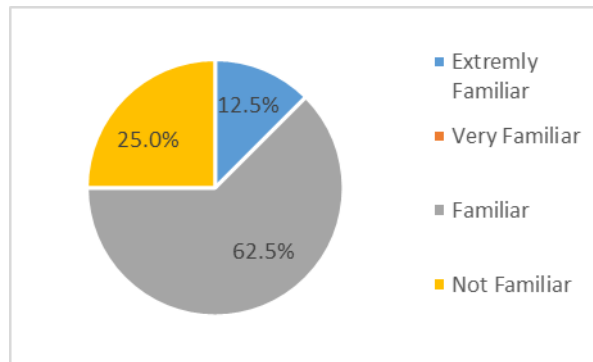
Hamza Al-Enezi, Business Administration Student / Jerash University.

"When merging some ministries and institutions, will some university majors and some job titles be dispensed with?"

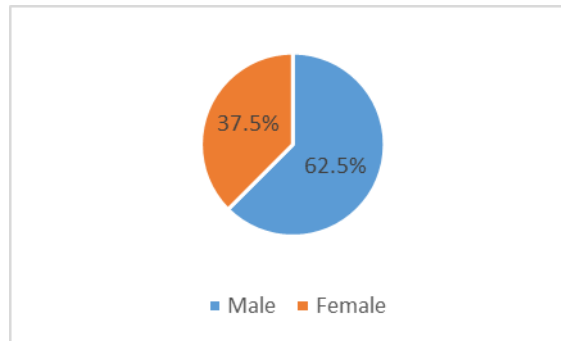
Belqis Al-Momani, Human Resources Student / Jerash University.

Results of the questionnaire about the public sector modernization map in Jerash Governorate

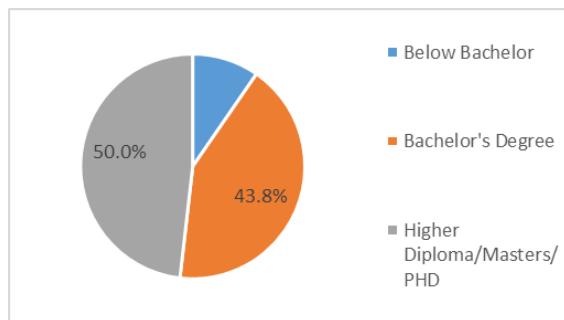
How familiar are you with the public sector modernization map?



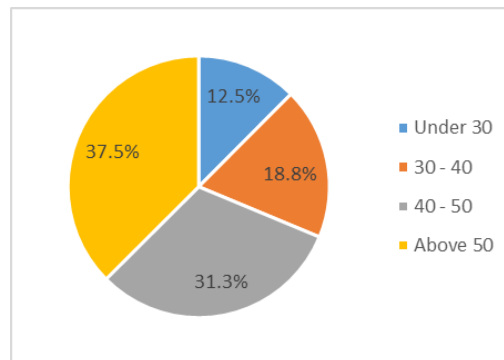
Sex



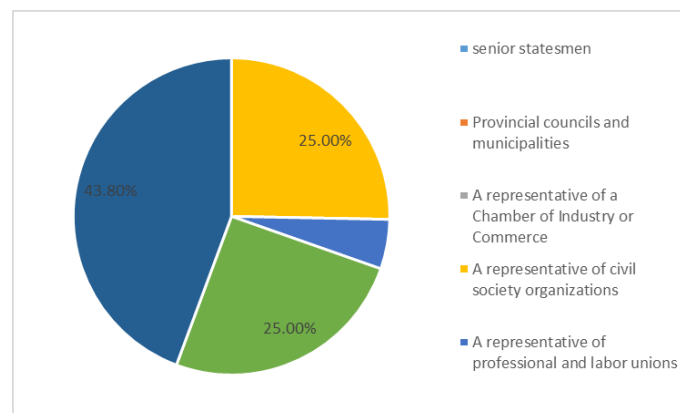
Educational Level



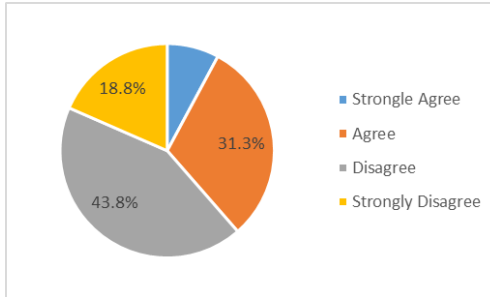
Age Group



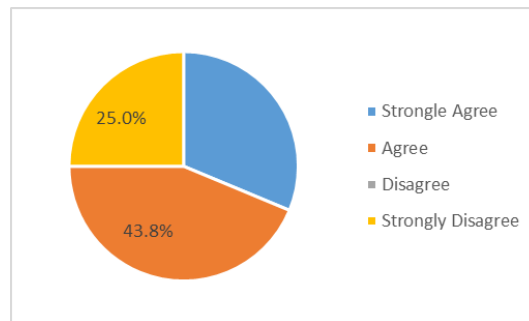
Work Nature



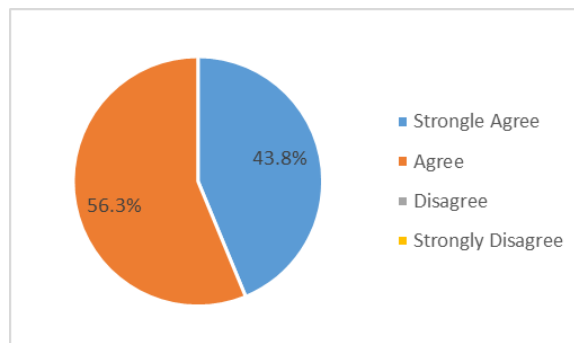
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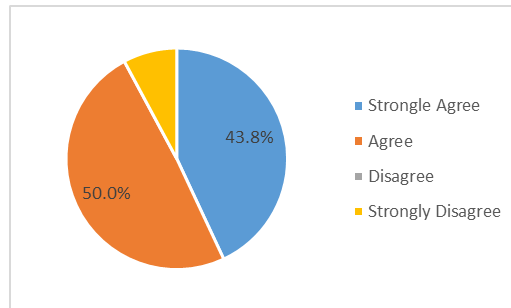
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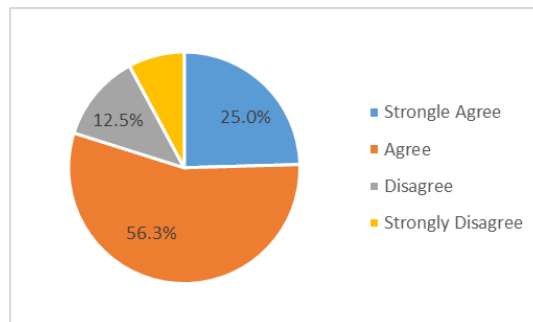
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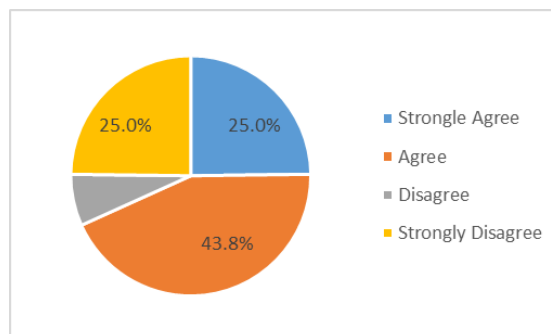
Case No (4): Merging the Ministries of Culture and Youth Merging the Ministry of Youth and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



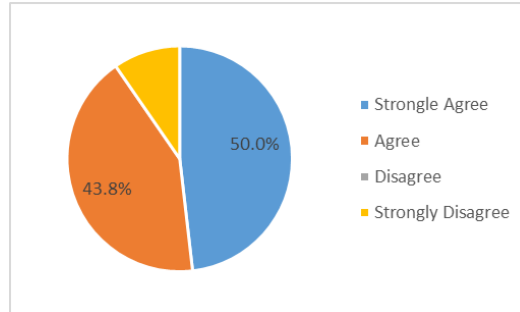
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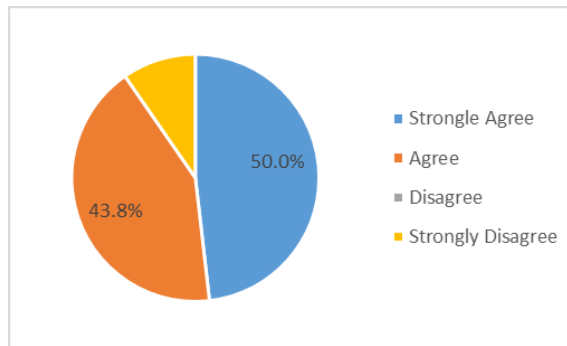
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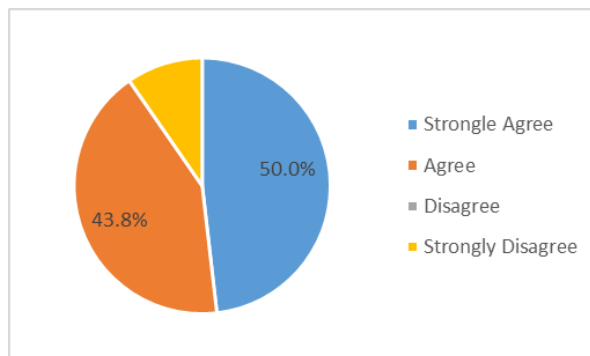
Case (7): Developing a performance appraisal management system for civil servants based on qualification, accountability and reward



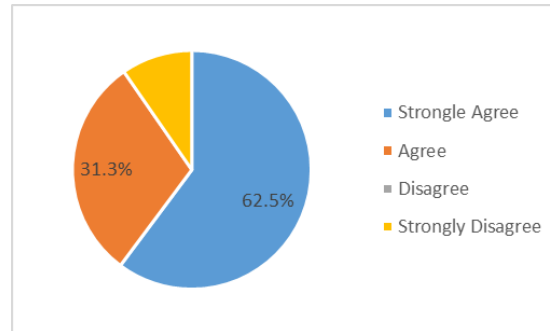
Case (8): One of the institutional arrangements mentioned in this component is the preparation and training of government leaders



Case (9): Reach a ratio 100% Which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Zarqa

Location: The Cultural Center of Zarqa Governorate

Day and Date: Wednesday 30 November 2022



The Chairman of the Council, Dr. Musa Shteiwi, indicated during the session that the meeting day comes as part of a series of extended dialogues that the Council is conducting, covering all the governorates of the Kingdom, for those related (social partners) by expressing their views on the plan or the elements of interest and submitting conclusions and recommendations about the plan based on those dialogues, and the evaluation of the Economic and Social Council of the plan and its components, he added that public administration is one of the most important achievements of the Jordanian state in the first centenary, as it led the process of building the state and the process of economic and social development despite all the challenges, explaining that the map of modernizing the public sector is a comprehensive renaissance project, based on all the previous data, His Majesty King Abdullah II Bin Al Hussein launched a comprehensive renaissance project at the beginning of the second centenary, and focused on three main priorities: political modernization, economic modernization, and modernization of the public sector, in

order to improve the level of services provided to citizens and improve quality, and improve the efficiency of public administration, because of its positive impact on the strength of the economy and the standard living of citizens, he indicated that the government presented a plan to modernize the public sector, with the aim of creating a public sector effective, working to bring about the desired development for Jordan, achieving well-being for citizens and leading the process of transformation and transition to the future, it is implemented in stages through the three main components: organizational structure and governance, human resources, and government services. Shtewi stressed that the government is committed to making amendments based on proposals and scientific ideas that will be presented during these sessions, to improve what can be improved on initiatives in the plan, especially since the plan is a road map for the next ten years, and requires the preparation of operational plans that will be implemented in different stages of time, indicating the importance of these dialogue sessions conducted by the Economic and Social Council, as they will constitute a feedback on the plan, and an important entry point for the recommendations that the Council will present to the government after all these constructive dialogues. For his part, the Governor of Zarqa, Hassan al-Jubour, said that the modernization of public administration is one of the commitments of the current government that focused on the main priorities of reform represented in political, administrative and economic reform, indicating that Jordan is a state of law and institutions and enjoys a long and rich legacy in the field of public administration and the provision of government services. The head of the Zarqa Municipality, Eng. Imad Al-Momani, said that this session comes in fulfillment of the vision of His Majesty King Abdullah II, with the need to improve the quality of services provided to citizens, improve the efficiency of public administration, and address bureaucratic procedures.

Results of the Dialogue in Zarqa Governorate

	Attendance interventions
General opinions about the map	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ We have a defect in the application of legislation governing for many businesses. ▪ There should be a law to hold the decision makers accountable if they fail. ▪ The map is comprehensive, but the focus of legislation needs more attention. ▪ The crisis of confidence was talked about by His Majesty the King, but there is also a crisis of confidence in the center in decentralization, and the biggest example is the development of this map in isolation from the local administration (municipalities and provinces). ▪ We have a defect in applying the plans and translate it on ground. ▪ There is a huge gap between the citizen and the government. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ What is the financial impact of implementing the initiatives of the public sector modernization map? ▪ Has the decentralization experience in the governors' councils been evaluated? Did the experiment succeed? ▪ Has the financial cost of the modernization project been studied? ▪ Will anyone held accountability if the roadmap initiatives fail? Or will the page be turned, and we wait for a new map? and so on. ▪ The public sector is losing while managers are getting paid large sums, how? ▪ Is this map continuous or will it change with successive governments? ▪ Does the map include government accounting standards and procedures?

<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Against merging the ministries of Education with Higher Education, as the two ministries are very large. ▪ Against the cancellation of the Ministry of Labor, because that will create chaos in the labor market. ▪ The Ministry of Education alone is the size of three ministries, its merger with the Ministry of Higher Education is very huge. ▪ There is a large segment of workers whose affairs are currently being organized by the Ministry of Labor. ▪ There are many ministries that were not addressed in this component, such as the Ministry of Investment. ▪ It is unfair to cancel the Vocational Training Institution, especially in case of our need for vocational education, it is good to include it in the new ministry, but with the preservation of the body of the institution so that its functions and fees are not affected. ▪ The cancellation of the Ministry of Labor is the lifting of protection for worker in front of the employers. ▪ Against merging the Ministries of Education with the Ministry of Higher Education, because that would be an assassin for creativity. ▪ Against merging the Ministries of Education with the Ministry of Higher Education, because the Ministry of Education alone is responsible for one million students and one hundred thousand teachers, and it needs more than one minister, and the policies that regulate the outputs of education are different from those of higher education. ▪ Against cancelling the Ministry of Labor because it will disperse the workers and increase the burden on the ministries to which the tasks of the Ministry of Labor are added.
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	<p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ Why merge existing ministries, the priority is attaching or merging independent bodies with their ministries. ▪ Why did the map not include anything about independent bodies and municipalities? <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ Merging the Ministry of Energy and Mineral Resources with the Ministry of Environment, as there is complementarity in their roles. ▪ Regarding the establishment of the Ministry of Government Communication, I suggest that all communication directorates in government institutions be linked to the new ministry to unify communication policies. ▪ Merging government funds and institutions that provide assistance to citizens to unify the expenses.
	<ul style="list-style-type: none"> ▪ Establishing a Ministry of Happiness with the aim of reaching a common ground between the citizen and the government, and it can also focus on the ease of services provided to people of disabilities and their families. ▪ It was suggested that the new structure include a department responsible for evaluating citizen satisfaction with the services provided and collecting feedback. ▪ As a principled measure, an alternative to the establishment of Ministry of Happiness, is the establishment of the Department of Customer Happiness in government service institutions.

<p>Government services and digitization</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ This is a very important component and I fully agree that we need a complete transformation of digitized services. ▪ Progress in e-government services is progress in collection methods, on the other hand, we do not witness progress in services that make it easier for citizens and shorten their time and effort. <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ The need to work to enhance the culture of dealing electronically, such as automated teller machines (ATMs) and the use of e-government platforms. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ What are the operational plans to reach the digitization ambitions on the map? ▪ Are all citizens able to keep pace with digitization? What is the alternative for those who cannot and do not have the requirements of digitization?
<p>Human resources</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ There is a defect in the current recruitment system, and it needs to be addressed. ▪ With the cancellation of the Civil Service Bureau, and the trend towards decentralization in recruitment, which is a global trend. ▪ With decentralization of recruitment. ▪ It is very important to reformulate the concept of the public employee, in terms of building, empowering, and putting him in the right place so that he can be beneficial. ▪ With the cancellation of the Service Bureau, but there must be a use of artificial intelligence to reduce favoritism and nepotism.

	<ul style="list-style-type: none"> ▪ Work must be done on the concept of public work for the employee and the citizen. ▪ Citizens' culture should be modified that the Royal Court is an employment agency. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ What are the implications of dispensing with the Civil Service Bureau?
	<ul style="list-style-type: none"> ▪ Currently, I do not have confidence in the Civil Service Bureau, as for the new submission, will there be clear controls and criteria for selection? How will you decentralize recruitment? ▪ The map is ambitious and the idea of cancelling the Civil Service Bureau is wonderful, but how can we bypass nepotism if the system of direct recruitment is set (decentralized)? ▪ What is the difference between the Civil Service Bureau and the new authority? ▪ The map tackled the issue of preparing young leaders, what are the procedures? <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ A clear job description and training plan must be established for all employees. ▪ Considering the community's restraint on the name (body) when naming the new institution that will replace the Civil Service Bureau.

Quotations of the Participants in the Dialogue Sessions in Zarqa Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"Accelerating the application of accounting standards reduces the many challenges that the public sector suffers from, adds responsibility to the decision-maker, and helps in making decisions on each independent unit"
Dr. Fadi Al-Shayyab, faculty member / Hashemite University.

"Municipalities were not part of the public sector development plan, although they are in direct contact with citizens "
Engineer Ziyad Al-Maaita, Head of the Agricultural Engineers Association / Zarqa branch.

"What are the effects on the stock of the Civil Service Bureau when it is cancelled?"
Engineer Mohamed Gomaa, Engineers Syndicate.

"Merging the Ministry of Youth with the Ministry of Culture and merging the Ministry of Labor with the Ministry of Transport is a step positive"
Dr. Sultan Al-Zayoud, Head of Marketing Department / Hashemite University

"The job description must be clear for public sector employees and a training plan in order to reach the desired development"
Mustafa Al-Taqtqa, a member of the Zarqa Governorate Council.

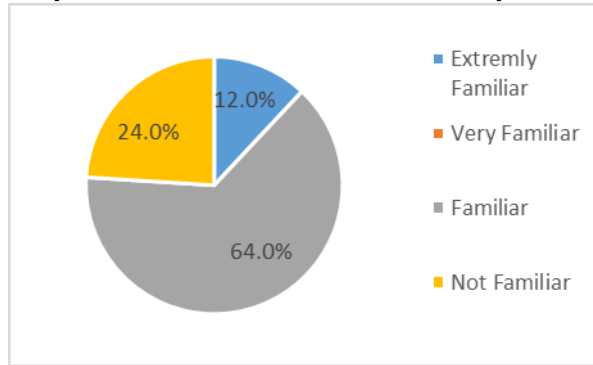
"Every institution is governed by a law and a system and the imbalance in the application of these laws and regulations, and the moral dimension in the concept of public work"
Dr. Khaled Al-Balawi, faculty member / Hashemite University.

"Were the extent of change and the financial cost measured after the end of the timetable for digital transformation and electronic services?"
Dr. Ahmed Al-Husban, faculty member / Hashemite University.

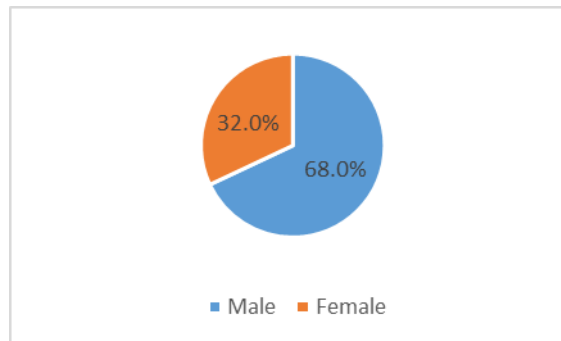
"The Ministry of Environment should be merged with the Ministry of Energy to achieve complementarity and overlap in some tasks"
Eng. Ahmed Awwad, We Are All Jordan Youth Commission.

Results of the questionnaire about the public sector modernization map in Zarqa Governorate

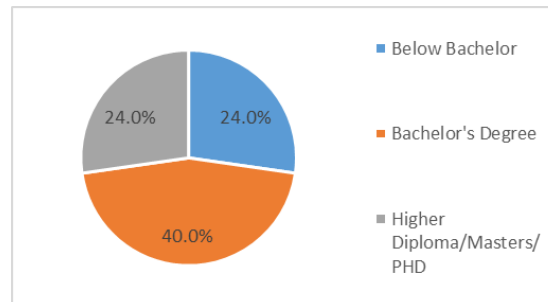
How familiar are you with the public sector modernization map?



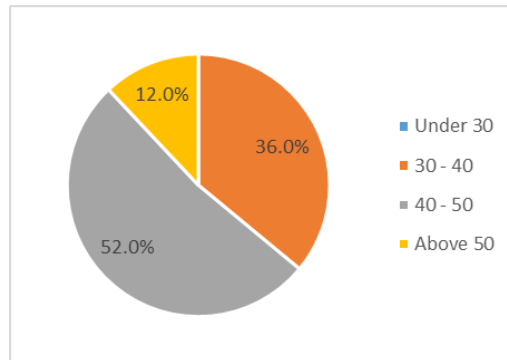
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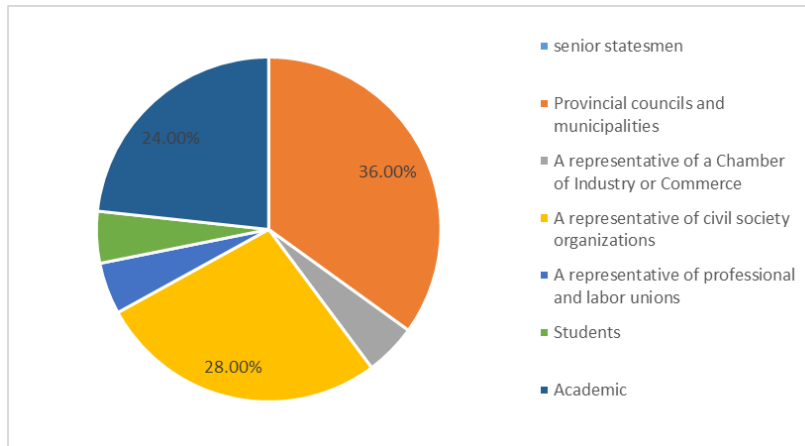
Educational Level



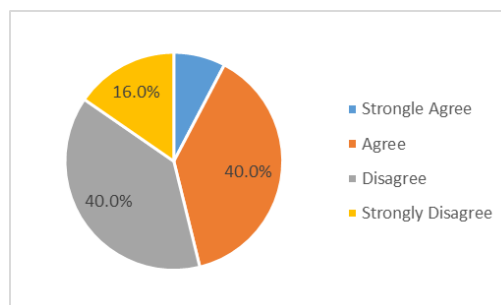
Age Group



Work Nature

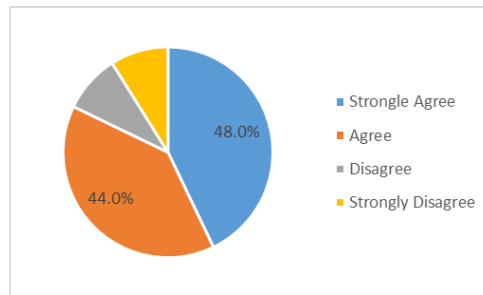


Case No (1): Cancelling the Ministry of Labor and transferring its functions to the Ministry of Interior and the Ministry of Industry, Trade and Supply

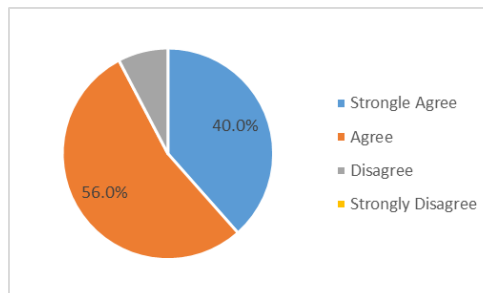


Case No (2): Establishing the Ministry of Education and Human Resources

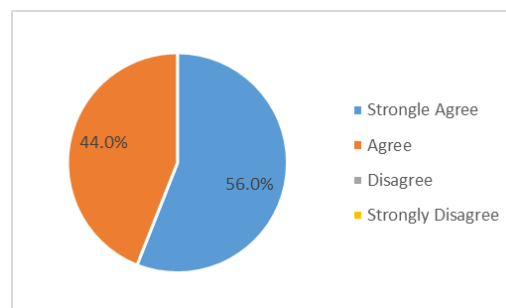
Development, merging the Ministries of Higher Education and Scientific Research with the Ministry of Education, and transferring several tasks related to education from other entities to the Ministry



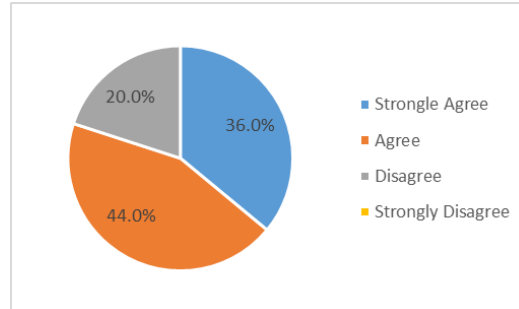
Case No (3): Merging the Ministries of Transport and Public Works, merging the Ministry of Transport and the Ministry of Public Works and Housing into one ministry to become the Ministry of Infrastructure Services



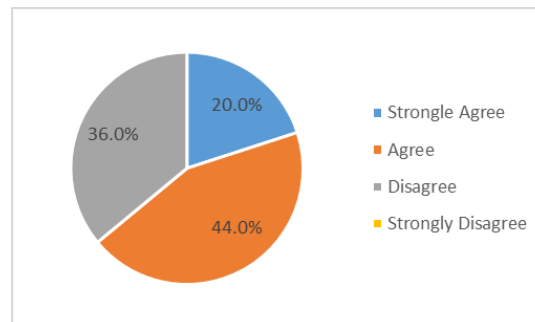
Case No (4): Merging the Ministries of Culture and Youth Merging the Ministry of Youth and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



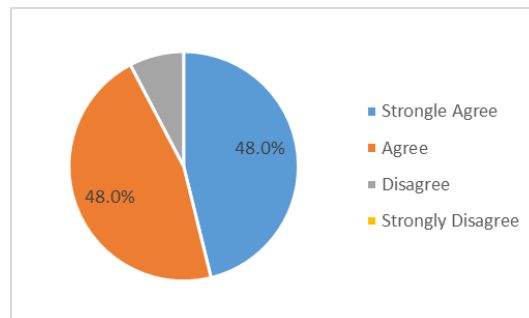
Case (5): Establishing the Ministry of Government Communication and transferring the links between the Jordan News Agency and the Radio and Television Corporation to it



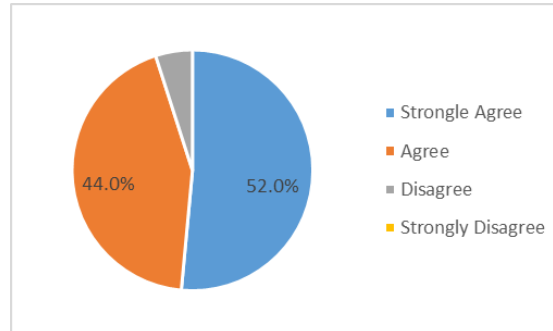
Case (6): The cancellation of the Civil Service Bureau and the establishment of an authority called Public Service and Administration (decentralization of employment) by ministries and institutions directly



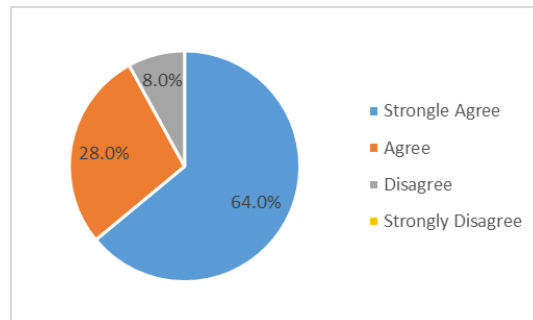
Case (7): Developing a performance appraisal management system for civil servants based on qualification, accountability and reward



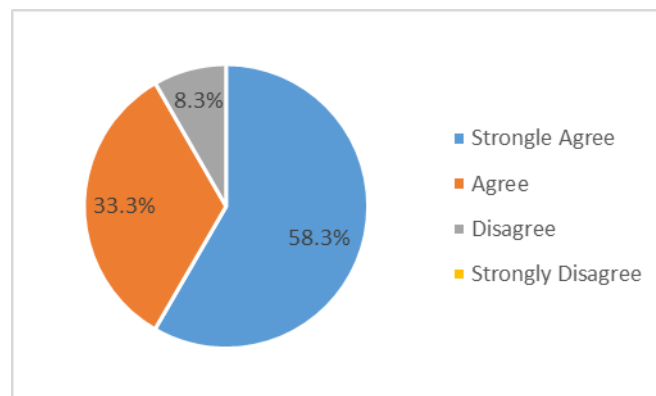
Case (8): One of the institutional arrangements mentioned in this component is the preparation and training of government leaders



Case (9): reach a ratio 100% Which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Balqa

Location: Al-Ahliyya Amman University

Day and Date: Monday 2 December 2022

The Economic and Social Council organized a dialogue meeting on the modernization of the public sector at Al-Ahliyya Amman University, in the presence of the University President, Dr. Sari Hamdan, and the Governor of Balqa, Dr. Firas Abu Qaoud, during the opening the Secretary General of the Jordanian Economic and Social Council, Dr. Metri Mdanat, presented the components of the modernization plan, which consist of 7 Components include government services, procedures and digitization, organizational structure and governance, policy-making and decision-making, human resources, legislation, and institutional culture.

The university president gave a speech welcoming the attendees and pointed out that the dialogue session followed by the council is the best method in decision-making and not in decision-taking, as they are amending the public sector modernization plan, then the Governor of Balqa made a speech in which he welcomed the Economic and Social Council and spoke of the need to achieve the vision of modernization for the public sector, especially after the regression, weakness and departure of many competencies outside Jordan, and the role of the public and private sectors in the process of modernization and what it will lead to in developing performance.

Then Dr. Musa Shtaiwi, Chairman of the Jordanian Economic and Social Council, made a speech welcoming the attendees, including Excellences, experts and members of the local community, he stressed that the session comes within the sessions of the expanded national dialogue launched by the Council to discuss the plan to modernize the public sector, and that its advisory role is important for the government in adopting the outputs of the national dialogue that it is carrying out, he added that the map of modernizing the public sector launched by the government expresses the intent of modernizing the public administration in Jordan, which is considered one of the most important achievements in preserving the identity of the state during its journey, which was a milestone in the long development path with all the challenges it faced and constituted a great source of its competencies.

During the past decades, changes began to affect the state administration, which led to its decline for several reasons, and led to weak institutional affiliation, administrative slackness, a decline in competencies, and weak transparency and government accountability.

Accordingly, His Majesty King Abdullah II Bin Al Hussein launched a comprehensive renaissance project with the entry of the Jordanian state into its second centenary, as it is based on three main priorities: political modernization, economic modernization, and modernization of the public sector, in order to improve the level and quality of services provided to citizens and improve the efficiency of public administration, because of its positive impact on the strength of the economy and the standard of living of citizens.

Results of the Dialogue in Balqa Governorate

<p>General opinions about the map</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ About legislation, we have not reached the stage of maturity, so that the law is issued and after a very short period it becomes in need of amendment, in addition to the existence of legislation that contradicts each other, and this confirms that the mechanism of drafting legislation needs to be amended and developed. ▪ In addition to modernizing the public sector, we need to strengthen trust between the citizen and the government. ▪ We have wonderful institutions however there is a poor coordination. ▪ If we follow the weak confidence of the citizen in the government, we find that whoever descends on the field descends with his decision, and we also find ministries devoid of decision makers. ▪ There are many ill-conceived decisions regarding municipalities. ▪ One of the most important reasons for the weakness of the public sector is that the employee really knows what he has and what he owes, so that he is a decision-maker, there is fear, lethargy, disintegration, and difficulty in communicating with the official.
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	<ul style="list-style-type: none"> ▪ To develop the public sector, trust must be restored between the citizen and the government. ▪ We need to put the right man in the right place. ▪ The main reason for weakness is the lack of accountability. ▪ There is a fear that the map of modernizing the public sector will not pass-through governments, and there must be guarantees for that. ▪ The map should address the issue of youth more. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ Is there an implementation plan for the map initiatives in the form of time stages? ▪ Why did the map not address the municipalities and governorates sector? ▪ There is a lot of slack in various sectors, but the biggest one is in the Ministry of Health. Why didn't the map address that? ▪ When will the implementation of the map initiatives begin?
<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Against the cancellation of the Ministry of Labor, because it is unfair to workers, we hope to study this decision and push it further. ▪ Against the cancellation of the Ministry of Labor, because the minister who will take over will not be able to manage the tasks of the ministry because he does not have competence.

	<ul style="list-style-type: none"> ▪ With the merger of the Ministries of Youth and Culture, as the two ministries have a major role and influence on a large segment of society, I also stress the need to change the culture of society and advance the moral system. ▪ With the establishment of the Ministry of Education and Human Resources Development, as the addition of vocational training to the university education system is an upgrade in the vocational certificate, which will increase the demand of young people. ▪ Against the cancellation of the Ministry of Labor, as it's a self-contained world, and it really solves problems of workers. ▪ Against merging the Ministries of Transport and Public Works, as the role of the Ministry of Transport is much broader than that of infrastructure. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ What are the tasks and justifications for establishment of the Ministry of Government Communication?
<p>Government services and digitization</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ The electronic linking process between government institutions is still slow and in need of development. ▪ The electronic connection must be fast. ▪ If the electronic window is not with the required speed and efficiency, it will negatively affect the workflow. ▪ The computerization of some procedures against the citizen, for example (the difference in application fees from one governorate to another, inflexible and difficult systems like the system Hakeem). ▪ It is glad to see that there is a tendency to establish more comprehensive service centers, which have proven their efficiency and made it easier for citizen.

	<p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ With regard to the establishment of comprehensive service centers in the governorates, will it be reflected in the dispensation of administrative units in the governorates, or their merger? Is there a clear vision? ▪ Why did digitization succeed in the General Tax Department and not in other institutions?
Human resources	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ With the cancellation of the Civil Service Bureau, especially since the que system includes young people, but they are not keeping up with the knowledge and technological development. ▪ Against the cancellation of the Civil Service Bureau, but at the same time with the amendment and development of the basis and criteria for selection. ▪ With the cancellation of the Civil Service Bureau, because it has a high centralization. ▪ Regarding the stagnant major's report issued by the Service Bureau, this report is not only based on the needs of the public sector regardless of the private sector, but also focuses on the idea of employment among young people and that specialization governs a person's professional path. ▪ It is very important to define job descriptions for all employees and activate the principle of reward and punishment.

- With the cancellation of the Civil Service Bureau, even if it appears to be fair in terms of selection, as it follows the que system, but this is unfair to government institutions, but on the other hand, we need recruitment committees like honest judges.
- The map did not adequately consider the employees' value system, as the value and culture dimension are no less important than the procedural dimension.
- In light of the talk about cancelling the Service Bureau, we also need to change the culture of placing the burden of employment on the government and holding young people responsible for developing their own skills.
- One of the reasons for the flight of investors, in addition to the confusion of laws, is the employees' lack of knowledge of the law.
- There is a moodiness at work among many employees and this is a handicap that needs to be addressed.
- The trend towards empowering and motivating government employees is a good one.

Attendance suggestions:

- It was suggested to adopt a method of appreciating and honoring distinguished employees, and this approach has been tried at the level of Al-Balqa Governorate employees.
- I suggest merging the Civil Service Bureau to the Ministry of Public Sector Modernization and the Jordanian Institute of Public Administration.
- It is suggested that the year of graduation be adopted in the recruitment.
- Emphasis should be placed on building the capacities and skills of employees who have direct contact with citizens, particularly municipal employees, as their work needs to be organized (through legislation).

Quotations of the Participants in the Dialogue Sessions in Balqa Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"Is there a comprehensive vision for comprehensive service centers and will it be reflected in the reduction of the existing directorates in the governorates?"

Nidal Dabbas, President of the Democratic Development Association.

"Unfortunately, we did not benefit from the technology revolution that took place in Jordan, because we do not benefit from modern education"

Jamal Al-Faouri, Mayor of Ain Al-Basha.

"The principle of the single window and compulsory and very fast electronic connectivity is important because the world is rapidly accelerating and must be kept up with"

Siham Kawar, Secretary of the Voluntary Institutions Council in Fuheis.

"Yes to merging the Ministry of Youth and Culture to develop distinguished programs for the advancement of our society and to preserve the existing moral system"

Dr. Iman Bashir, Al Balqa Applied University.

"What is the fate of disguised unemployment with the merger of ministries and institutions?"

Muhammad Al-Riyalat, President of the Friends of Tourism Association.

"I hope that the map of modernizing the public sector will pass through governments and that it will be adopted at the state level, and we need guarantees that this map is not linked to a specific government because it is linked to our need for it as a Jordanian state"

Dr. Iyad Shaaban, Vice President of Al-Ahliyya Amman University for Administrative Affairs.

"Unfortunately, e-government services were absent from the plan, and e-government services do not mean automation and digitization"

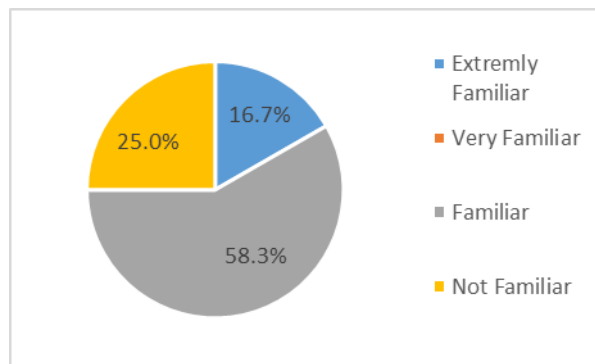
Dr. Anas Al-Saud, Vice President of Al-Ahliyya Amman University for International Relations and Quality Affairs.

"Before the Civil Service Bureau is cancelled, the investment process must be strengthened, obstacles in front of it removed, and real investors searched for"

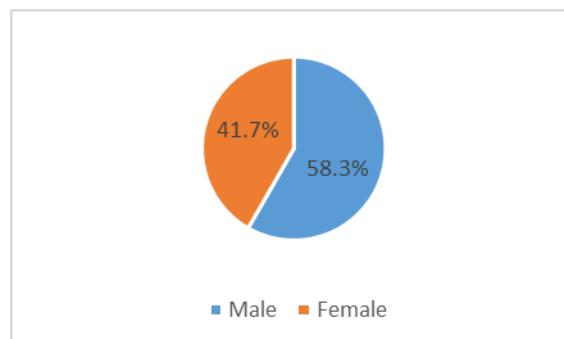
Engineer Mustafa Al-Awaisha, Municipality of Central Shuna.

Results of the questionnaire about the public sector modernization map in Balqa Governorate

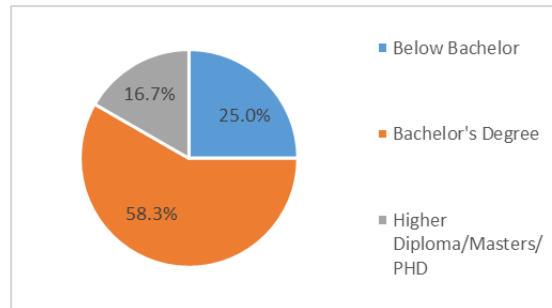
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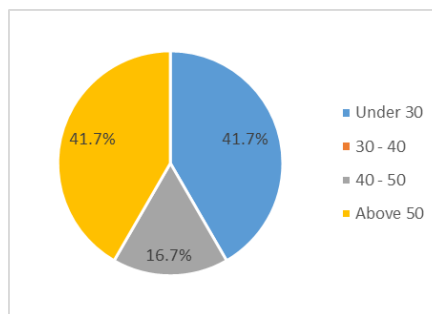
Sex



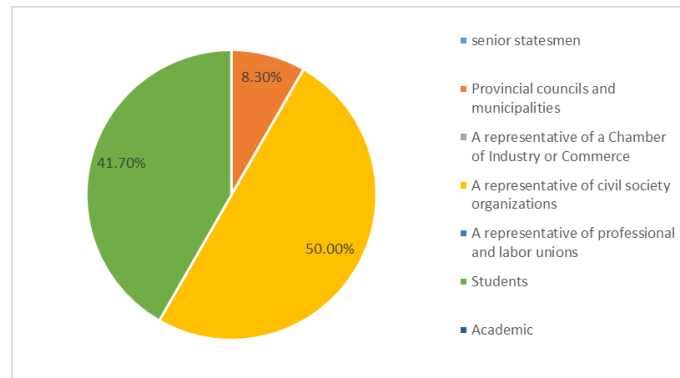
Educational Level



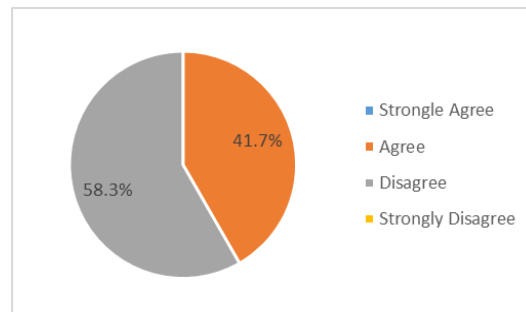
Age Group



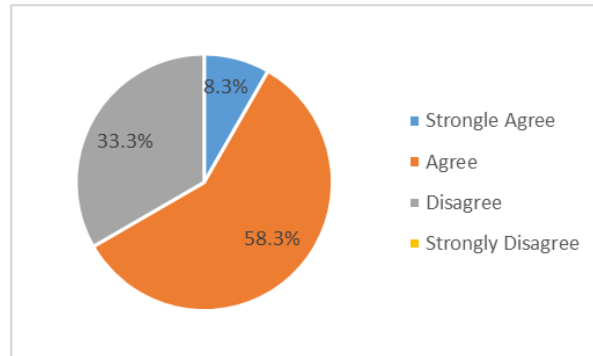
Work Nature



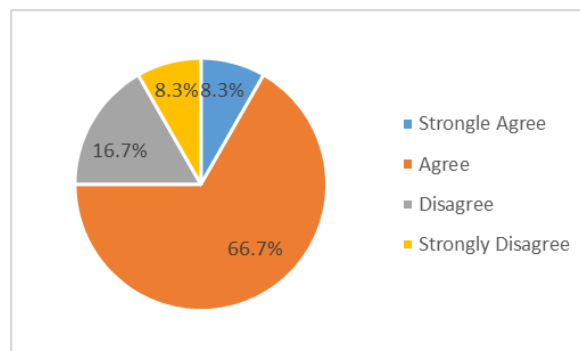
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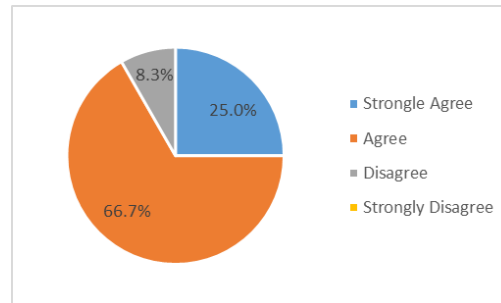
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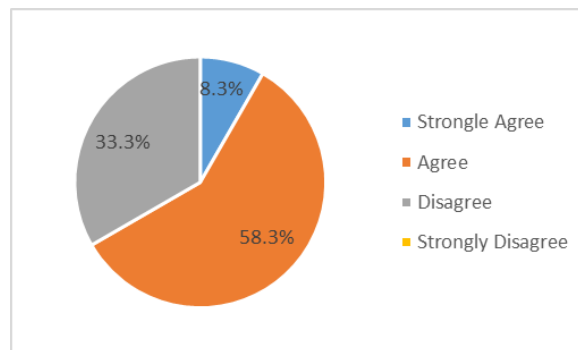
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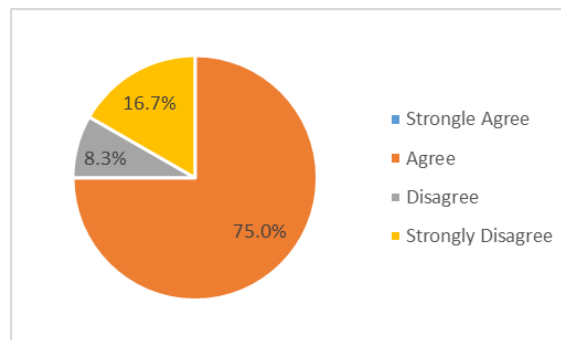
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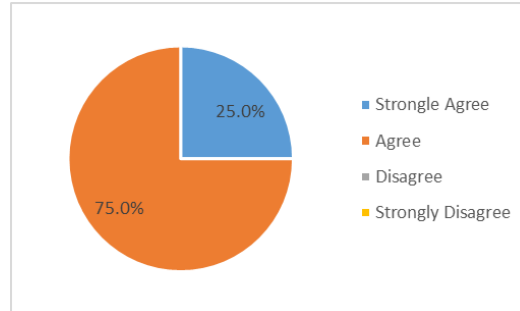
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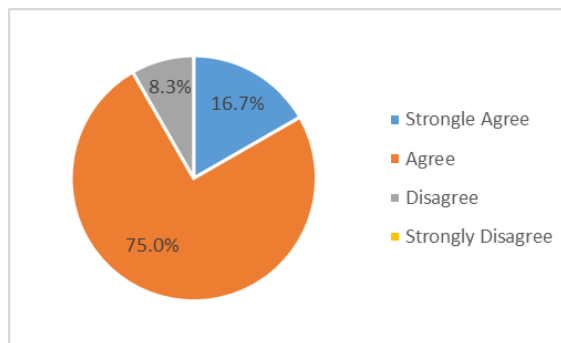
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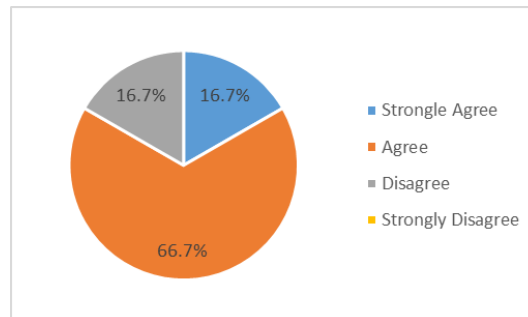
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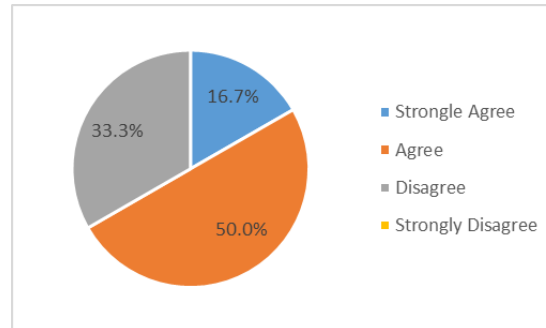
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Case (9): reach a ratio 100% Which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Governorate: Tafila

Location: Tafila Technical University

Day and Date: Tuesday 13 December 2022



The Economic and Social Council organized a dialogue meeting on the modernization of the public sector in the hall of Tafila Technical University, entitled (map of public sector modernization for the next ten years) with the participation of administrative and academic events, and the head of the Economic and Social Council, Dr. Musa Shteiwi, stated that the meeting comes about the road map for modernizing the public sector for the next ten years, which was launched by the government in July of this year, as part of a series of national dialogues and meetings that the council is conducting in the governorates of the Kingdom, he added that the government presented a plan to modernize the public sector with the aim of reaching an effective public sector that works to bring about the desired development for Jordan and achieve the well-being of citizens and lead the process of transformation and transition to the future, as it is implemented in stages through the components of the organizational structure, governance, human resources and government services, he pointed that the government's commitment to making amendments based on the scientific proposals and ideas that will prevail during these sessions to improve what

can be improved in this initiative, especially as it is a road map plan for the next ten years, which will constitute a feedback to the government and an introduction to the recommendations that will be presented by the Council to the government, Shteiwi indicated that the public administration is one of the most important achievements of the Jordanian state in its first centenary, and it led the process of building the state and the process of economic and social development despite all the challenges, he explained that in terms of human resources, the challenge lies in the mechanisms of recruitment and selection in the civil service, the lack of competencies, the weakness in leadership capabilities of the upper and middle category, the limited ability to attract and retain competencies, in addition to the weakness or absence of institutional culture, he pointed out that the road map will be implemented in three phases, as each phase builds on the achievements of the previous one cumulatively, reviewing the Council's efforts and plans to implement the public sector modernization map. The President of Tafila Technical University, Dr. Omar Al-Maaytah, gave a speech at the beginning of the meeting, during which he stressed the importance of holding such participatory dialogues between the various national institutions, in order to enhance communication between the stakeholders and open the door for dialogue, discussion and exchange of knowledge and experiences, including help in analyzing and studying reality, identifying challenges, and diagnosing problems that may stand in the way of development processes, and thus finding appropriate solutions, as an embodiment of the directives of the country's leader.

Al-Maaytah stressed the importance of partnership with the Economic and Social Council in holding this meeting for the dialogue, analysis and discussion with the aim of creating a public administration capable of managing economic affairs, and thus facilitating reform and development in a way that promotes our country and contributes to creating a sound environment that allows the growth and advancement of institutions, and the reform and development of the public sector.

He added that Tafila Technical University, within its developmental approach, sets performance indicators at the level of faculties, centers, and departments and follows them up vigorously, proceeds with the application of quality standards in all aspects of academic and administrative work, activates a transparent accountability system at all levels of the university, employs competent academic and administrative leaders, and continues to focus on improving and raising the level of services, raising the efficiency

of the human element, applying the principle of equal opportunities, and using technology and its modern applications in providing all university services, for his part, the Governor of Tafilah, Dr. Muhammad Abu Jamous, stressed the importance of proceeding with strength and seriousness in administrative reform, and that it should be comprehensive and integrated, and that the administrative reforms be accompanied by the reform approach pursued by Jordan under the leadership of His Majesty King Abdullah II and match the path of political and economic reforms. The Secretary General of the Economic and Social Council, Dr. Metri Mdanat, reviewed the human resources component, where he reviewed the strategic objectives of the component within the modernization map and the implementation initiatives that have been put in place to enable the public sector to develop a civil service apparatus that is more flexible, effective and responsive to changes, and that this apparatus is able to select and assign the required competencies and diversify its sources according to the principles of merit, competitiveness, transparency and equal opportunity. The government services component also discussed the challenges facing electronic services, represented in the decline in the level of electronic services provision, and the slow progress in its automation and digitization. Mdanat referred to the institutional arrangements and initiatives related to electronic services, such as improving services with direct contact with citizens and the business environment, and the complete transformation of digital payments in 2024, and the completion of the electronic transformation of services through access to 100% of government services digitized in 2025.

Results of the Dialogue in Tafila Governorate

<p>General opinions about the map</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Efforts must be made to restore confidence between the citizen and the government. ▪ Implementation plans for mapping initiatives must be developed. ▪ Reform must reflect on the conditions of citizens. ▪ We must work on institutional culture and eliminate nepotism, which is the basis for the decline and suffering of public administration. ▪ The decision-making mechanism is not systematic. ▪ The basis of public sector reform is to change the institutional culture. ▪ The reasons that led to the existing challenges of administrative slackness must be studied. <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ Unifying conflicting laws, such as the Municipalities Law and the Service Civil Law. ▪ Networking and communication between institutions based on modernization and reform. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ What are the financial expenses that will result from the implementation of initiatives? ▪ What is the extent to which the map addresses the most important reasons that led to challenges such as: administrative slackness, corruption, unjustified spending, inappropriate people making decisions? ▪ How will you reinforce the decentralized map?
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<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Against merging the Ministry of Public Works with the Ministry of Transport because their work does not intersect with each other, the volume of their business is very huge, and the merger will increase the burden on the minister. ▪ Priority to restructure the independent bodies. ▪ Against cancelling the Ministry of Labor, because its role is important and significant, it's more important to activate its role, which is replacing expatriate workers with Jordanian workers, and this is its most important role. ▪ With the cancellation of the Ministry of Labor. ▪ Against cancelling the Ministry of Labor and appending its functions with any ministry. ▪ Against merging the Ministry of Public Works with the Ministry of Transport, because the scope of work of the Ministry of Public Works is huge and needs two ministers. ▪ With the merger of the Ministries of Education and Higher Education to link their work. ▪ With the cancellation of the Vocational Training Institution and transfer of its functions to the Ministry of Education and Resource Development. ▪ With the merger of the Ministry of Youth and the Ministry of Culture because the two ministries have a solid infrastructure. ▪ We must move towards the cancellation of independent bodies, rather than what the map came from producing bodies and new units.
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- The education system and its structure must be reviewed, for example: curricula should be developed in partnership with teachers and educators.
- Against cancelling the Ministry of Labor and transferring the tasks of inspection and permitting to two different parties, the employment will be fictitious, which will create chaos and increase the number of violations.
- Against cancelling the Ministry of Labor, because it solves many problems facing the labor market.

Questions and inquiries:

- What is the basis adopted when applying the merge?
- Regarding the merger of the Ministries of Youth and Culture, the merger and cancellation took place more than once, what is the justification for the merger?
- Why was no mention of independent bodies? note that the budget of one body is equivalent to a budget of 12 governorates.
- Will the restructuring initiatives simplify procedures and reduce operations, or is it only a physical merger?
- What are the justifications for establishing the Ministry of Government Communication, why are we draining the government by creating a new agency?
- Will the ministries transferred to, be able to carry out tasks related to labor law?
- We have previous experiences in merging ministries, did you take lessons when you suggested restructuring initiatives?
- Is the merger physical, or is it a merger in labeling only? and all ministry remains in its building? meaning, will there be a redrawing of tasks and a real merger of some directorates, or is the merger merely nominal?
- There must be vertical integration in the same sector and horizontal integration with other sectors.

Attendance suggestions:

- It was suggested that the development of legislation regulating changes in the organizational structure be accompanied by the development of the minister's duties as well, so that the tasks are distributed within the team and not just the minister.

<p>Government services and digitization</p>	<p>Attendees' opinions:</p> <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ How will the digital transformation be in the governorates and municipalities?
<p>Human resources</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ There is a complete disconnect between decision makers and citizens. ▪ The current Civil Service Bureau seems fair in employment in the health and education sectors, as for the rest of the sectors, the mechanism is devoid of transparency and the conditions are sometimes illogical. ▪ One of the reasons for the decline in performance is that the career ladder is not clear, especially with regard to the issue of employee development to reach leadership roles. ▪ Reforming human resources and governing legislation is the basis for reforming the public sector. ▪ There must be attention in preparing human resources in the governorates. ▪ One of the most important reasons for the challenges mentioned in the map regarding the weakness of the public employee is the absence of the motivational element, especially the financial one. ▪ Human resources development is the basis of the public sector reform process. ▪ Pricing and career ladder must be explained. ▪ Job ladder and salaries should be clarified in the Service Bureau. ▪ There is a distortion in the issue of salaries, especially in supervisory positions, you find the difference between an ordinary employee and an employee in supervisory positions between 10-25%, and this eliminates the incentive to reach leadership positions, the difference should be greater (as in the private sector.)

Attendance suggestions:

- To take into account the criterion of diversity and inclusion when hiring, so that people of the governorates have an opportunity to get jobs.
- With regard to job pricing, I suggest unifying wages with academic qualifications, regardless of the place of work, especially since this would enhance job loyalty because it is a fair system.
- That the functions of the Civil Service Bureau be developed without turning into a body, but rather that there be training for employees and development in procedures without creating a new body.

Questions and inquiries:

- Will there be a clear system for selecting decision makers other than the one currently in force (inheritance system)?
- How will the transfer of employees be managed within the merger? How do we renew the system with the same human resources without attracting new talents?
- How will human resource development be measured?
- How does the map address the migration of competencies from the public sector to the private sector?
- With regard to the cancellation of the Service Bureau and the transition to decentralization in recruitment, how will stocked applications be handled and whose owners have been waiting for many years?
- Will there be rehabilitation and empowerment programs for current employees so that they could implement initiatives?
- The cancellation of the Service Bureau and the transition to decentralization means that each ministry has its own recruitment system, will there be criteria for recruitment? Who will monitor it? What is the mechanism?

Quotations of the Participants in the Dialogue Sessions in Tafila Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"The merger of ministries must be accompanied by a change in legislation"

Engineer Hussein Al-Qatamin, Director of the Tafila Agriculture Directorate.

"Will the public sector development plan lead to simplifying procedures and reducing operations in the merged ministries so that citizens can feel the impact of this merger?"

Muhammad Al-Sharida, Director of Vocational Training in Tafila Governorate.

"Development of human resources, and give them attention, and how they work will reform all components of the plan"

Kholoud Al-Jaraba, Tafila Tourism Director.

"Priority must be given to developing the educational system"

Fayez Al-Safasfa, Head of the Tafila Governorate Council.

"Merging the Ministry of Youth with Culture will contribute to creating a youth cultural melting pot that will have a different youth cultural ideology than what exists."

Dr. Salem Al-Faqeer, Director of the Tafila Culture Directorate.

"The most important item that must be included in the plan is the unification of wages with the academic qualification, regardless of the place of work"

Dr. Khawla Al-Kalaldehy, former member of the Tafila Governorate Council.

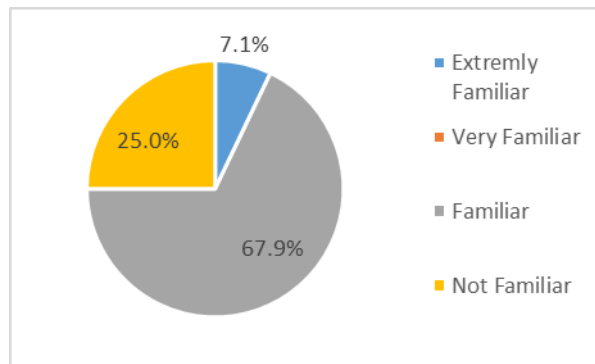
"There is a clear absence of networking and coordination between the institutions involved in modernizing the public sector"
Amer Al-Na'ana, Generations for Peace Foundation.

"150 labor law article in addition to its branches, who will follow up on its application in the event of a merger? It is better for the Ministry of Labor to remain independent, dealing with rights and labor issues"
Engineer Othman Al-Masry, Director of the Tafila Labor Directorate.

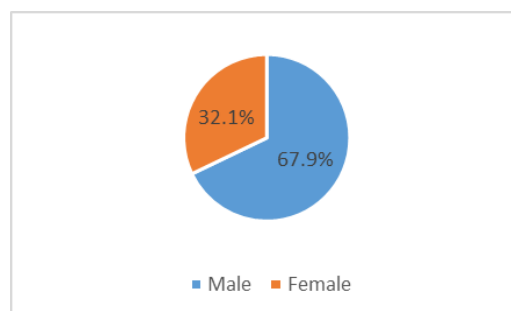
"It is necessary to select distinguished competencies and build the capabilities of workers to achieve administrative success "
Dr. Jihad Al-Rufou', Mayor of Busayra.

Results of the questionnaire about the public sector modernization map in Tafila Governorate

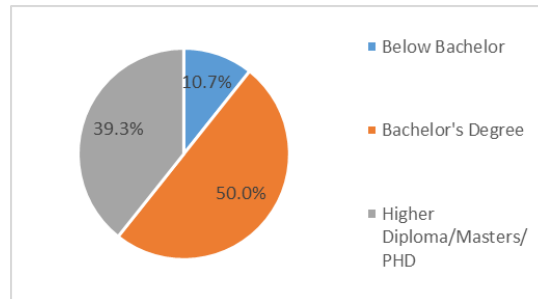
How familiar are you with the public sector modernization map?



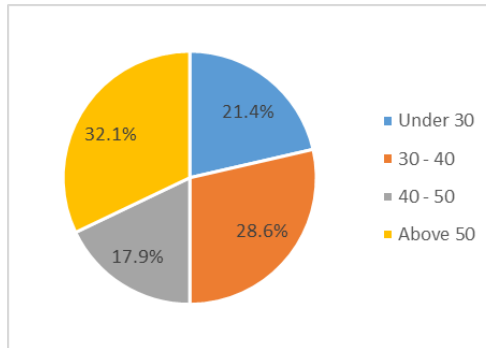
Sex



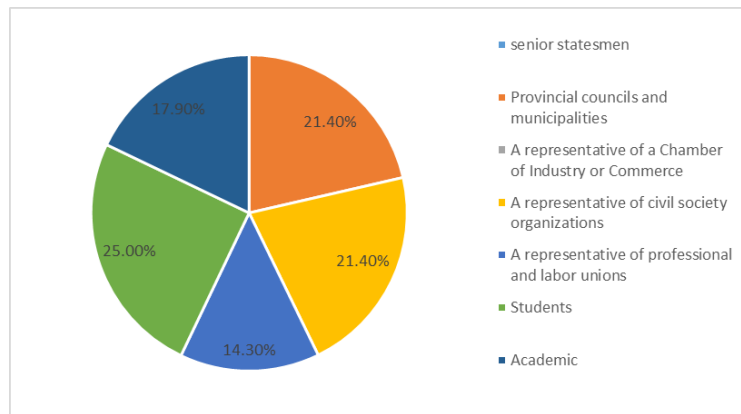
Educational Level



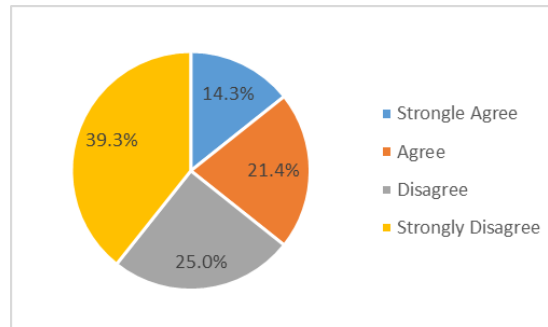
Age Group



Work Nature

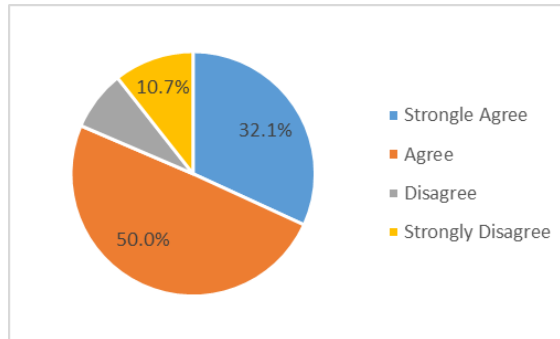


Case No (1): Cancelling the Ministry of Labor and transferring its functions to the Ministry of Interior and the Ministry of Industry, Trade and Supply



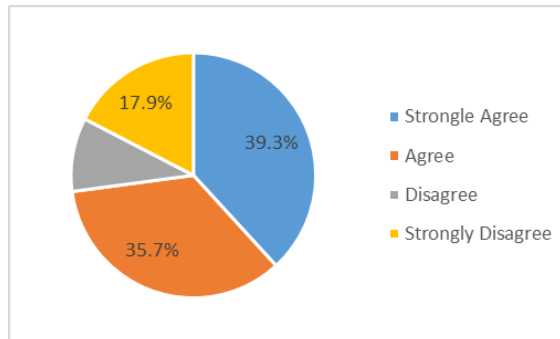
Case No (2): Establishing the Ministry of Education and Human Resources

Development, merging the Ministries of Higher Education and Scientific Research with the Ministry of Education, and transferring several tasks related to education from other entities to the Ministry



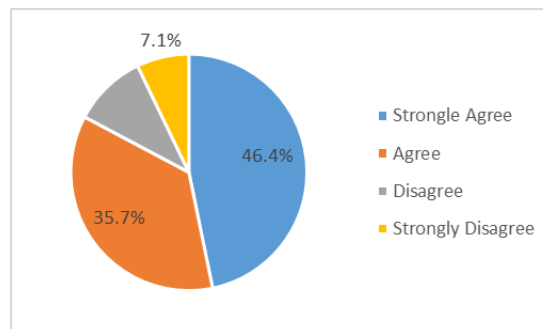
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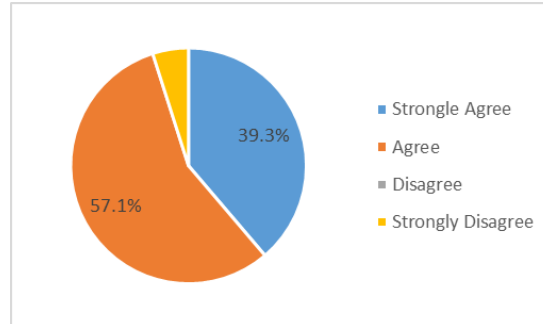


Case No (4): Merging the Ministries of Culture and Youth Merging the Ministry of Youth

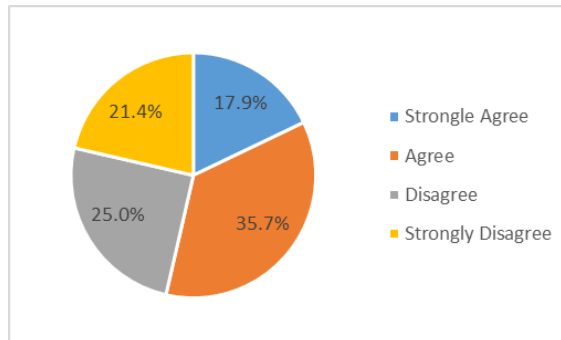
and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



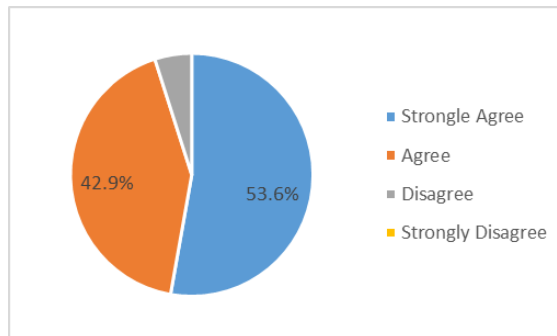
Case (5): Establishing the Ministry of Government Communication and transferring the links between the Jordan News Agency and the Radio and Television Corporation to it



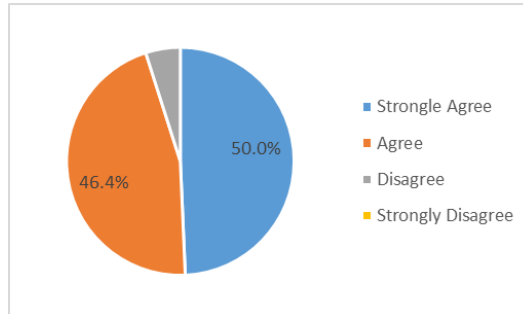
Case (6): The cancellation of the Civil Service Bureau and the establishment of an authority called Public Service and Administration (decentralization of employment) by ministries and institutions directly



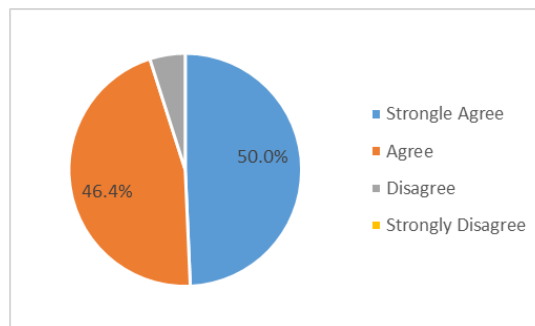
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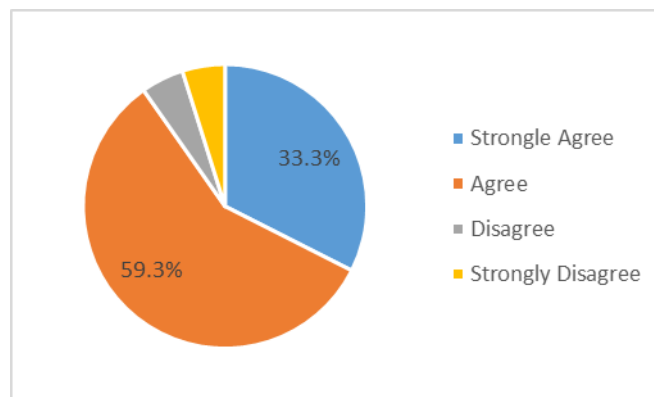
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Case (9): Reach a ratio 100% Which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025





Governorate: Aqaba

Location: Aqaba

Day and Date: Wednesday 14 January 2022



The last session on the public sector modernization plan for the next ten years was organized in the city of Aqaba with the participation of several academics and heads of general and official actors in the governorate.

Where the Governor of Aqaba delivered a speech in which he thanked the Economic and Social Council for its efforts in achieving the vision of modernization of the public sector, he spoke about the need to modernize the public sector and the role of technological connectivity and process of modernization that will lead to developing performance in the public sector and raising the efficiency and complementarity of performance at the level of the rest of the Kingdom's governorates, the governor stressed the importance of constructive dialogue to come up with decisions and

recommendations that improve the work of the public administration and the public sector in the Kingdom and serve the national interests, pointing that Jordan is a state of law and has institutions that are subject to laws and legislation, all of which contribute to the development and modernization of the state's general performance, he added that Jordan is one of the countries that includes a lot of competencies and expertise in all fields and has the ability to develop the public sector to serve local communities through the initiatives that the government will implement in its short or long-term plans, then, the representative of the Chairman of the Aqaba Commission Council, Eng. Hamza Hajj Hassan, carried a speech in which he welcomed the attendees, and spoke briefly about the mechanism of public performance in the Aqaba Region Authority, he also talked about the independence of the Aqaba region, and that it is part of the Jordanian public administration and stressed the need to improve service to citizens and that the authority developmental plan is an extension of a comprehensive fix plan to achieve comprehensive sustainable development, he added that the Authority is in the process of amending its organizational structure in line with international best practices in public administration, pointing out that the Authority's organizational structure will be re-examined to serve service recipients and transform most of the services into electronic ones that make it easier for citizens and investors to complete their transactions as quickly as possible.

The President of the Economic and Social Council, Dr. Musa Shteivi, said that the map of modernizing the public sector comes in the context of the launch of His Majesty King Abdullah II, a comprehensive renaissance project with the entry of the Jordanian state second centenary.

He pointed out that the map is based on three main priorities: political modernization, economic modernization, and modernization of the public sector, in order to achieve His Majesty's vision of the need to raise the level and quality of services provided to citizens, improve the efficiency of public administration, and address bureaucratic procedures, which has a positive impact on the strength of the economy and the standard of living for citizens.

Shteivi added that the public administration is one of the most important achievements of the Jordanian state in its first centenary, as it led the process of state building and economic and social development despite all the challenges, pointing out that the public sector in the Kingdom since the nineties of the last century witnessed a

decline and weakness in its ability to achieve the desired goals due to duplication, overlapping of tasks and the weakness or absence of coordination between institutions, and the result was a decline in the efficiency of the public sector and its transformation into a bureaucratic body unable to achieve the priorities of the citizen, he said that this regression led to a low level of government services for citizens, a decrease in the level of satisfaction of government service recipients, and a lack of compatibility between the necessities of digital transformation with the priorities for developing services, pointing out that the challenge in terms of human resources lies in the mechanisms of recruitment and selection in the civil service, and the shortage in competencies and weaknesses in leadership capabilities of the upper and middle category, and the limited ability to attract and retain competencies, in addition to the weakness or absence of the institutional culture in this sector.

He pointed out that the government presented a plan to modernize the public sector, with the aim of reaching an effective public sector that works to bring about the desired development for Jordan, achieve welfare for citizens and lead the process of transformation and transition to the future, which will be implemented in stages through three main components: organizational structure and governance, human resources, and government services.

And Shteivi indicated that the national dialogue program on the map of modernizing the public sector aims to deepen understanding among the parties involved in the plan to modernize the public sector, raise awareness of its components, and give opportunity to those concerned (social partners) by expressing their views on the plan or the elements of interest and submitting conclusions and recommendations about elements of the plan based on those dialogues, and the evaluation of the Economic and Social Council of the plan and its components, he stressed the importance of the government's commitment in making amendments based on the scientific proposals and ideas that will prevail during these sessions, to improve what can be improved on the initiatives in the plan, especially since the plan is a road map for the next ten years, and requires the preparation of implementation plans at different stages of time.

Results of the Dialogue in Aqaba Governorate

	Attendance interventions
General opinions about the map	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ In sociology, economic prosperity is what leads to social prosperity, and thus increases in the system of morals and culture among members of society, which plays a big role in reforming the public sector. ▪ The public sector is flabby and does not perform well and needs reconsider, in the context of modernization, we are talking about administrative reform, which is also linked to economic and political reform. ▪ The role of the oversight system must be activated in our institutions. ▪ Initiatives must be accompanied by the development and change of old legislation into new laws that keep pace with development. ▪ The roadmap must be translated into an implementation plan at the corporate level and bodies. ▪ There is fear or reluctance towards cancellation, and it is not fear of cancellation itself, but a weakness in trust. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ There are many agencies and references that monitor government performance, who is the actual authority responsible for monitoring performance? ▪ The planning is great, and the efforts made in the map are great, but what is the implementation mechanism? ▪ The map contains 33 goal that will be implemented in 3 stages of duration of 10 years, what if the implementation of one of the stages is delayed? ▪ There have been several attempts to reform the public sector, what is difference now?

	<ul style="list-style-type: none"> ▪ Is the map transient to governments, or is it a product of the current government and will be elapsed with successive governments? ▪ Was the diagnosing of the current situation through us or through international reports and studies, as the investor consider these reports?
	<ul style="list-style-type: none"> ▪ Are there standards for measuring map succession? ▪ Will there be accountability? ▪ What will happen to the map if the current government changes? Will there be permanence? <p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ Adopting a model from the success of neighboring countries, as Emirates used international models for modernization. ▪ All those in charge of implementing the map initiatives must be familiar with the concepts of change management that take into account the sequence of procedures according to a scientific methodology in light of resistance in change.
<p>The organizational structure and governance component</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Against cancelling the Ministry of Labor, because its role is important, especially in the unemployment file. ▪ Against the cancellation of the Ministry of Labor, especially since the problem of unemployment has not yet been resolved. ▪ We, as citizens, are not concerned with the action taken, whether merging or canceling, what we really care about is the reflection of that on the speed of services provided, justice and workflow.

- The merger will solve the issue of poor coordination between the different parties, but it is very important that there is a follow-up to that.
- With the merger of the Ministry of Education with the Ministry of Higher Education, in order to unify the policies and decisions of the education path, but I am not with the inclusion of human development with it.
- With the establishment of the Ministry of Government Communication.
- Against cancelling the Ministry of Labor because it will disperse the tasks currently assigned to the ministry.
- With the merger of the ministries of Culture and Youth.
- Against merging the Ministry of Education with Higher Education, because there is a discrepancy in specializations, and the merger will be a burden on the state.
- Against the cancellation of the Ministry of Labor, because each of the Ministry of Trade, Industry and Supply and the Ministry of the Interior have tasks and objectives that differ from those of the Ministry of Labor.
- With the merger of the Ministry of Youth with the Ministry of Culture.
- With the merger of the Ministry of Education with the Ministry of Higher Education in order to unify the context of education, as for human resources, it must be with the Ministry of Labor, as the development of human resources is broader than education.
- With merging, streamlining, and mitigating the multiplicity of parties and institutions.
- This is the first time we hear about a government cancelling the Ministry of Labor.
- Against the cancellation of the Ministry of Labor for the importance of its objectives and role.
- With the cancellation of the Ministry of Labor because it is currently not carrying out the tasks entrusted to it.
- With modernization and development, but with redefining the roles of institutions and ministries.

- With the integration and unification of the education system.

Attendance suggestions:

- I suggest merging Vocational Training Institution with Youth Ministry.
- Merging the Ministry of Labor with human resources so that it works on developing and training human resources sectorally.
- With the establishment of the Ministry of Education and Human Resources Development and attaching the task of Vocational Training to the ministry, but it was suggested that it be called (Vocational, Pious and Technical Education), which is a more comprehensive name than just vocational.
- In the case of cancellation of the Ministry of Labor, its functions must be transferred to one party, in my opinion, its functions should be transferred to the Ministry of Trade, Industry and Supply and not for Interior Ministry.

<p>Government services and digitization</p>	<p>Attendees' opinions:</p> <ul style="list-style-type: none">▪ Citizen seeks to improve services regardless of the system or procedure on which they are based.▪ With the digital transformation to have an impact on speeding up and facilitating procedures.▪ We must pay attention to the infrastructure necessary for digital transformation so that we can rely on it and really be a solution to facilitate services.▪ What I care about as a citizen is that these efforts lead to fast and easy electronic services through a unified electronic platform.▪ With the trend towards digitization and automation of services but considering its application in a sound technical manner.▪ I am in favor of the cancellation or comprehensive reform of the Civil Service Bureau. <p>Attendance suggestions:</p> <ul style="list-style-type: none">▪ Address the scale of urban prosperity (city index) to identify the services that must be provided to citizens, and from there begins the strategic planning that is translated into measurable executive programs, in addition to building the capacities of those in charge of implementing these programs. <p>Questions and inquiries:</p> <ul style="list-style-type: none">▪ What is meant by comprehensive service centers, and will financial matters be an obstacle?
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Human resources	<p>Attendees' opinions:</p> <ul style="list-style-type: none"> ▪ Hiring the right man in the right place is an essential point when talking about modernizing public administration. ▪ We in Aqaba need equal opportunities, we don't have any women in the first or second level and even maybe the third. ▪ To confront administrative slackness, work must be done to empower and motivate employees. ▪ Against the cancellation of the Civil Service Bureau, it possible to maintain the institution with the amendment and development of its tasks. ▪ Public sector employees need more attention, they need development, rehabilitation and empowerment, in addition to performance monitoring, accountability and punishment. ▪ In light of the trend towards decentralization in appointment, what is the mechanism that you will follow so that selection is based on competence, years of experience, or seniority? ▪ With the cancellation of the Service Bureau and the creation of a new, fair and transparent system targeting competencies. ▪ The role of human resources is a big role in the governmental and institutional performance all over the world, and the concept of human resources is not limited to personnel management, (as is customary in our institutions) we have seen this awareness of concept of human resources in the map, as it touched on aspects such as empowerment, training, and performance follow-up. ▪ Usually, those responsible for human resources do not have the qualifications that enable them to manage human resources. ▪ I think we have to address a culture (whoever enters the house of Abu Sufyan is safe) which all government employees deal with, and it is the reason behind the administrative sluggishness. ▪ Against the cancellation of the Ministry of Labor because it is based on the Labor Law and is mainly concerned with its implementation and regulation of work environment affairs, so it is a pivotal ministry and I support its
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development and inclusion of similar institutions such as (Vocational Training Institution, Employment and Development Fund, National Company for Training and Employment, Vocational Competencies Regulatory Authority, Vocational and Technical Skills Development Authority), also their services intersect with other entities, for example, the work permit intersects with 6 destinations (Social Security, Municipalities, Ministry of Industry and Trade, Ministry of Agriculture, Ministry of Finance, Ministry of Health) if so, it is too much of a burden.

- The most important element is to focus on building the capacities of leaders, which will be reflected in the employees.

Human resources	<p>Attendance suggestions:</p> <ul style="list-style-type: none"> ▪ Usually, employees resist any change and development of procedures, so it is important to develop a change management plan. ▪ I suggest that the que system remains, but with updating its system to suit the competencies required in the labor market. <p>Questions and inquiries:</p> <ul style="list-style-type: none"> ▪ With regard to the cancellation of the Civil Service Bureau, it is one entity, and it has some corruption in it, how will the situation become if we go towards decentralization, how will the new system address this problem? ▪ The Civil Service Bureau has clear foundations for recruitment, while there is a development of different contractual methods whose basis is unclear, will the new body have a role in drawing up and monitoring recruitment policies? ▪ What is the methodology used in developing human resources initiatives? was a sample of employees involved at different levels?
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Quotations of the Participants in the Dialogue Sessions in Aqaba Governorate

Among the most prominent quotes provided by the participants in the governorate were the following:

"We need to create an independent follow-up department, as is the case in all administrations in the world."

Dr. Mona Touqan, an activist in the field of human and women's rights.

"We need to achieve complementarity between the private sector, the public sector and the local community in order to reach the development of the public sector,"

Dr. Ibrahim Al-Kurdi, Professor of Tourism at the University of Jordan /
Aqaba.

“Confidence must be strengthened, and the employee’s work
culture must be changed within the public sector.”

Wissam Marei, Human Resources Officer at Aqaba Logistics
Village.

“The Ministry of Labor may not be cancelled because it is based on a law
and is concerned with the implementation of the Labor Law, which is
concerned with the productive sectors.”

Dr. Atef Al-Hamran, Director of the Aqaba Labor Directorate.

"If we want to develop the public sector, we must change some old laws,
instructions and legislation to keep pace with the rapid development
process."

"I propose merging the Ministry of Labor with Human
Resources Development and making it a single
ministry."

Nayef Al-Muzna, Head of the Al-Disah Basin
Municipality

"We need to establish a Ministry of Government Communication because the media sector needs
more organization."

"It is very important to merge the Ministry of Culture with the Ministry
of Youth, because young people are the ones who translate the
country's culture."

Dr. Osaid Al Shudaifat, a faculty member at Aqaba University of
Technology.

“Are there criteria and measures for the success of
the public sector development plan and its
productivity?”

Rashad Al-Qasima, representative of the Aqaba
Astronomical Society.

"There are grounds for recruitment in the Civil Service Bureau, and they must be preserved, and the matter should not be left to institutions and departments."

Raya Halasa, Aqaba Water Company.

"Recruitment through the Civil Service Bureau has resulted in administrative sluggishness from which the public sector suffers."
Dirar Jawarneh, Director of Social Responsibility at Ayla Company.

"Infrastructure must be created and skills and training developed to reach 100% digital and electronic transformation"

Yanal Al-Batoush, founding member of Irada Party.

"There must be specialized persons, or an entity specialized in the science of change management and take into account the sequence of procedures and the implementation of the public sector development plan represented by its strategic objectives."

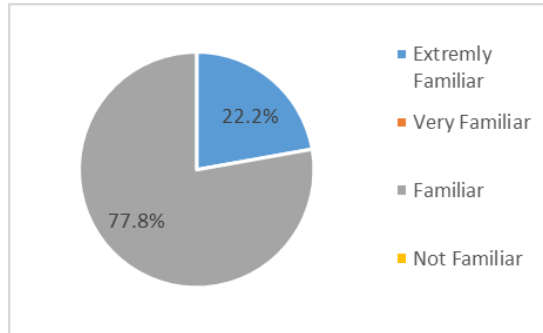
Madeleine El Tahat, General Manager of Hala Center for Training and Consultation.

"We hope that the map will become a plan and will be at the level of organizations and institutions."

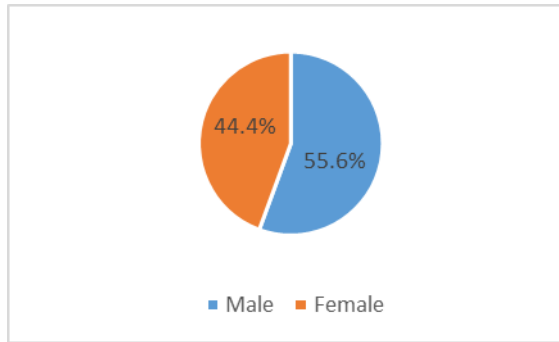
Muhammad Majali, Director of Institutional Development / Aqaba Special Economic Zone Authority.

Results of the questionnaire about the public sector modernization map in Aqaba Governorate

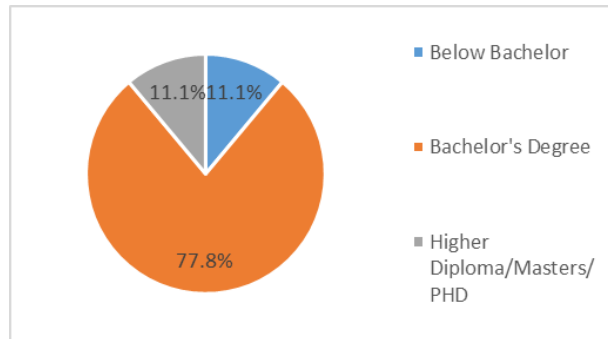
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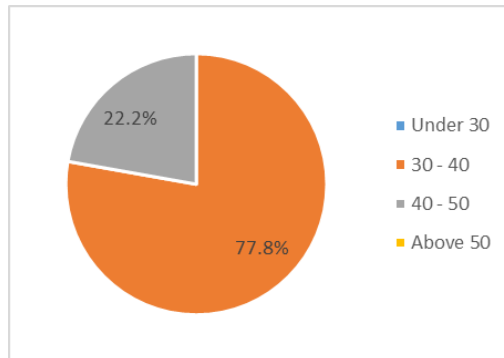
Sex



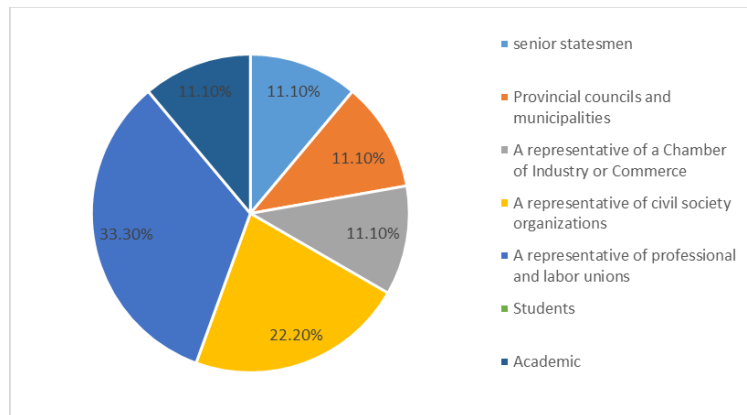
Educational Level



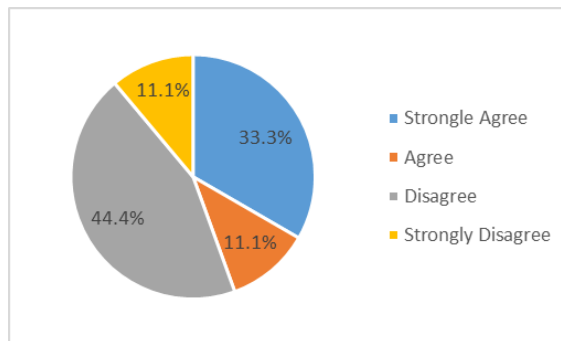
Age Group



Work Nature

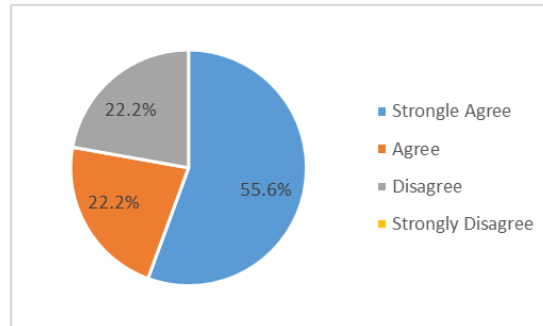


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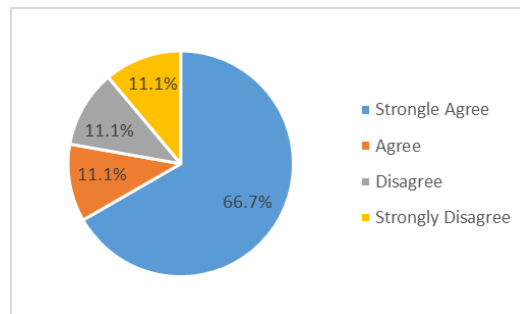


Case No (2): Establishing the Ministry of Education and Human Resources

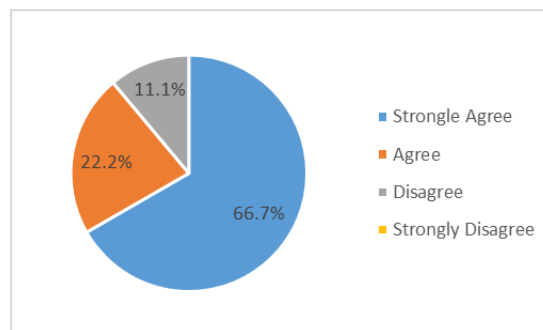
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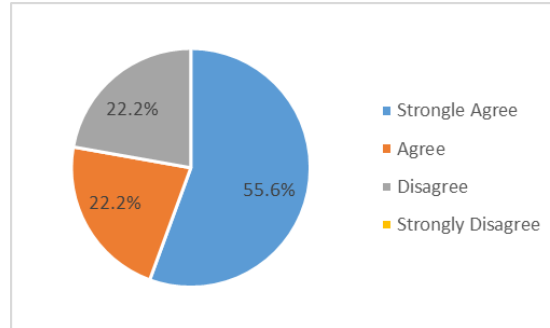
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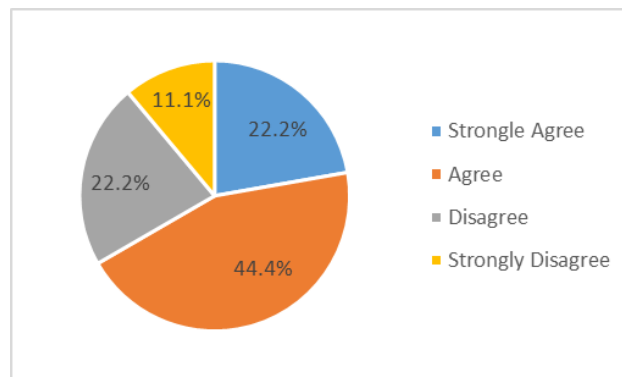
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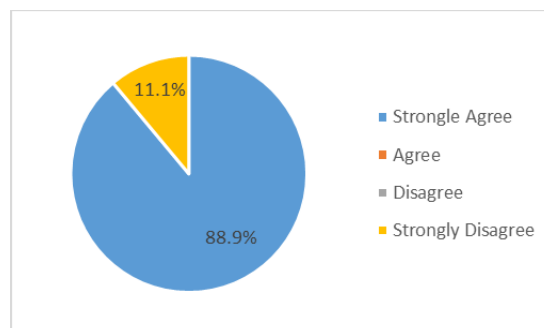
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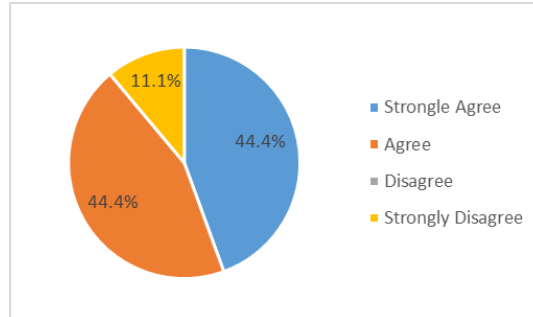
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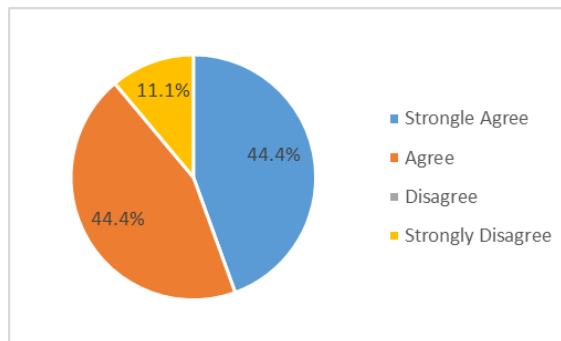
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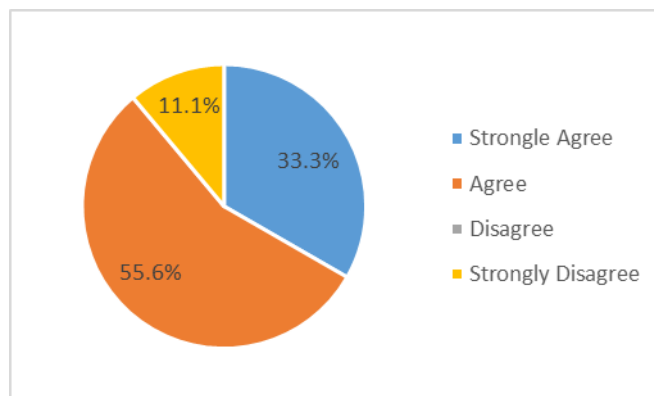
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Case (9): reach a ratio 100% Which government services are digitized in line with the rapid change in this field



Case (10): Complete transformation of digital payments through purpose-built payment channels by 2025



Participants in the Dialogue Sessions in the Governorates

The number of participants in the dialogue sessions held by the Council in the governorates 773 participants representing groups of local and national leaders and elected bodies in the governorates, including provincial councils, municipal councils, individuals representing civil society, associations, academics, parliament, media, labor and professional unions, university students, and chambers of industry and commerce.

Organizational structure session / Amman

Minister of Planning and International Cooperation	His Excellency Mr. Nasser Al Sherida
Ministry of Planning	Omar Fanek
Ministry of Planning	Fedaa Gharaibeh
Ministry of Planning	Omar Shaboul
Member of the Senate	His Excellency Mr. Mazen Al-Saket
Former Minister	His Excellency Mr. Flah Al-Amoush
Deputy Director of the Cooperative Corporation	Dr. Nasser Abu Al-Barak
Former Minister	His Excellency Dr. Muhiddin Touq
Expert and former Director General of the Institute of Administration	Dr. Abdullah Al-Qudah
Jordan News Agency	Mashhour Shakhanbeh
Jordan Chamber of Industry	Muhammad Khalayleh
Former Minister	His Excellency Dr. Ibrahim Badran
Former Minister	His Excellency Dr. Azmy Mahafzah
Former Minister	His Excellency Dr. Ratib Al-Saud
Writer and Journalist	Salama Al-Darawi
Senate Member	Her Excellency Dr. Mahasin Al-Jaghoub
Former Minister	His Excellency Mr. Ali Al-Ayed
Former Director General of the Jordan News Agency	Ramadan Rawashdeh
Academic	Dr. Laith Al-Qahwi
Former Minister	His Excellency Dr. Ali Hiyasat
Trade Unions	Malek Maaitah

Human Resources session / Amman

Head of the Civil Service Bureau	Mr. Sameh Al-Nasser
Former Minister	His Excellency Dr. Muhiddin Touq
Former Minister	His Excellency Dr. Ibrahim Badran
Member of the Senate	Her Excellency Dr. Mahasin Al-Jaghoub
Former President of the University of Jordan	Prof. Dr. Akhlif Tarawneh
Director General of the Institute of Management	Siham Al-Khawaldeh
Jordan TV	Ismail Shaalan
National Company for Training and Employment	Israa Khalil
Jordan TV	Fadi Al-Shoufi
Roya TV	Majed Jadallah
Expert	Mona Hakuz
Former Minister	Her Excellency Mrs. Yassera Ghosheh
Audit Bureau	Dr. Mounir Manaseer
Audit Bureau	Samer Al Madanat
Expert	Engineer Monther Al-Batayneh
Businessmen Association	Tariq Hijazi
Vocational Training	Dr. Jaafar Al-Rousan
Former Head of the Service Bureau	Dr. Haitham Hegazy
Secretary General of the Civil Service Bureau	Mubarak Khalayleh
Jordan Chamber of Industry	Muhammad Khalayleh
Journalist	Osama Hassan

Journalist	Khaled Al-Qubilat
The National Committee for Women's Affairs	Diana Haddadin
Former Minister	His Excellency Dr. Azmy Mahafzah

Government services session / Amman

Minister of Digital Economy	His Excellency Dr. Ahmed Al-Hananda
Ministry of Digital Economy and Jordanian Entrepreneurship	Tawfiq Abu Bakr
Ministry of Digital Economy and Jordanian Entrepreneurship	Samira Hassan
Parliament / Administrative	Dr. Ali Tarawneh
Senate / Education	Dr. Mahasin Al-Jaghoub
Production company	Mr. Eid Amjad Sweis
Dinarak Company	Mr. Alaa Nesheiwat
Union Bank	Her Excellency Nadia Al-Saeed
Partner in Bidba Consulting	His Excellency Mr. Fouad Sahelia
Former Senator (BidPai Consulting)"	Her Excellency Eng. Duha Abdul Khaleq
Expert	His Excellency Dr. Azmy Mahafza
Former Minister	His Excellency Dr. Ibrahim Badran
Former Minister	His Excellency Dr. Muhiddin Touq
Secretary General of the Jordanian National Committee for Women's Affairs	Her Excellency Mrs. Maha Ali
The Jordanian National Committee for Women's Affairs	Mrs. Zwan Al-Maaita
Banks Association	Mr. Hisham Al-Shatrat
Higher Education Accreditation and Quality Assurance Authority	Prof. Dr. Dhafer Al Sarayrah
Former President of the Civil Service Bureau	Dr. Haitham Hegazy
Specialist	Dr. Mohammad Ghaith
USAID	Mrs. Iman Ballout
Ministry of Digital Economy and Jordanian Entrepreneurship	Mrs. Laila Majid Al-Nsour
Press	Kingdom TV
Press	Jordan TV
Press	Mashhour Shakhanbeh

Irbid session

President of Yarmouk University	Professor Islam Muhammad Massad
Irbid Governor	Mr. Radwan Muhammad Al-Atoum
Mayor of Sahel Houran	Mr. Ali Muhammad Tuwaiq Al-Shabul
Mayor of Yarmouk	Mr. Muhammad Al-Ghazali Al-Zoubi
Yarmouk Municipality / Public Relations Department	Mr. Muhammad Ali Ahmed Obaidat
Mayor of Deir Abi Said	Mr. Adel Yahya Saleh Bani Issa
Agricultural Engineers Association	Mr. Bashar Al-Nawafleh
President of the Engineers Association, Irbid branch	Mr. D. Jihad Saleh Ahmed Radaidh
Vice President of the Engineers Association, Irbid / Yarmouk Water Company	Mr. Haitham Ayed Nayef Bani Hani
Irbid Cultural Forum	Mr. Abdul Majeed Jaradat / Vice President
Director of the Princess Basma Cultural Center	Dr. Fahmia Al-Azzam
Vice President of Jadara University	Prof. Dr. Habis Muhammad Hatamleh
Jadara University/Dean of Student Affairs	Prof. Dr. Mohamed Nour
Jadara University / Head of Human Resources Department	Dr. Ahmed Al-Rousan
Yarmouk University/Department of Computer Science	Professor Dr. Ahmed Al-Taani
Supervisor/Ministry of Education	Dr. Lubna Al-Rashdan
Activist/Founder Volunteer Conservatives	His Excellency Mr. Abdullah Bani Hani
Jordanian Women's Union	Her Excellency Mrs. Firdous Asbar
Provincial Council	Her Excellency Mrs. Rola Batayneh
Lawyer/Member of the Governorate Council	Her Excellency Mrs. Rana Tal
Activist/Supervisor in the Ministry of Education	Dr. Lubna Hussein Al-Rashdan
Activist	Mrs. Maha Marashdeh

Outputs of the national dialogue in the provinces

Activist/Pharmaceutical Doctor	Mrs. Haneen Obeidat
Activist	Mrs. Shadia Gezouif Nasraoui
Governor Council Member	Mrs. Iman Al-Zoubi
Women's Committees Gathering / Member of the Municipal Council	Mrs. Hoda Naseer
Former Minister of Health	His Excellency Dr. Mahmoud Al-Shayyab
Local Council	Mr. Mohammed Al-Natour
President of the Development for People and Nature Association	Dr. Ahmed Al-Shraida
Yarmouk University/ Assistant Dean of the Faculty of Arts	Dr. Nadia Al-Zoubi
Yarmouk University	Dr. Nadia Hiyasat
Yarmouk University/Electrical Engineering	Dr. Ahmed Mohamed Al-Quraan
Yarmouk University / Head of the Department of Sociology and Social Work	Dr. Abdullah Kazan
Yarmouk University/ Dean of the Faculty of Information	Prof. Dr. Tahseen Mansour
Yarmouk University/Dean of Student Affairs	Prof. Dr. Mohamed Khalaf
Yarmouk University/Deputy Dean for Student Affairs	Mr. Dr Hassan Wadi
Yarmouk University/IT Dean	Qassem Ahmed Al-Radaida
Yarmouk University/ Dean of the Faculty of Arts	Prof. Dr. Lamia Khalil Hammad
Yarmouk University/ Assistant Dean	Nancy Al-Daghmi
Yarmouk University/ Sociology	Dr. Abdul Basit Al-Azzam
Yarmouk University/ Dean of Student Affairs	Muhannad Ahmed
Yarmouk University/ Dean of the Faculty of Information	Michel Swedan
Yarmouk University/Department of Banking and Financial Sciences	Dr. Lara Haddad
Yarmouk University/Department of Public Administration	Dr. Seif Athamneh
Yarmouk University/Dean of the Faculty of Hospitality	Dr. Ali Arkibat

Outputs of the national dialogue in the provinces

Yarmouk University	Muhammad Noor Shrii
Yarmouk University/Department of Public Administration	Dr. Ali Rawabdeh
Yarmouk University	Dr. Nawzit Abu Nuqul
Yarmouk University/ Student	Sarah Mohamed Youssef
Yarmouk University/ Student	Raghad Abdel Hajj
Yarmouk University/ Student	Mahmoud Shahid
Yarmouk University/ Student	Zikrayat Zuraiqi
Yarmouk University/ Student	Jumana Qassem
Yarmouk University/ Student	Islam Zoubi
Yarmouk University/ Student	Anwar Abdullah
Yarmouk University/ Student	Reham Al-Zoubi
Yarmouk University/Social Service	Rahaf Abdullah
Yarmouk University/ Student	Reem Al-Kharouf
Yarmouk University/ Student	Ayman Hamouda
Yarmouk University/ Student	Aya Badarneh
Yarmouk University/ Student	Sarah Adnan
Yarmouk University/ Student	Abdul Hakam Al-Rifai
Yarmouk University/ Student	Emad Ahmed Sabry
Yarmouk University/ Student	Mohamed Maged Abdel Hamid
Yarmouk University/ Student	Iyad Zakaria
Yarmouk University/ Student	Zaid Mahmoud Ahmed
Yarmouk University/ Student	Myrna Abdullah
The Jordanian Hashemite Fund	Fahmeh Mahmoud
Jordan TV	Muhammad Obeidat
Jordan TV	Press
Jordan News Agency/Petra	Ashraf Al-Ghazzawi
Vice President	Dr. Muwaffaq Omoush
Vice President	Dr. Riyadh Momani
Vice President	Dr. Samer Samara
Student	Batool Gharaibeh

Student	Osama Zakaria
Student	Abdullah Salama Farhan
Student	Lynn Jabr
Student	Bani Yasin Banner
Student	Maria Yousse
Student	Goury Sobhi
Student	Iman Qudah
Student	Amal Abu Attia
Student	Shorouq Dakhlallah

Karak session

President of Mutah University	Prof. Dr. Arafat Awajan
Karak Governor	Mr. Mohamed Khalaf Al-Fayez
Greater Karak Municipality / Director of the Development Unit	Dr. Ahmed Thnaibat
Moab Municipality/Deputy Mayor	Saleh Yassin Tarawneh
Member of Parliament	Talib Muhammad Abdul Qadir Al-Sarayrah
Karak Creativity Club	Mr. Qassem Maaita
Forum for Culture and Development	Dr. Ali Odeh Al-Jaafrah
Press and Media	Shaher Al-Assasra
Trade Union Representative	Tamadur Amin Hussein Al-Maaita
Jordanian National Forum for Women	Maysoon Mubaideen
Mutah University	Dr. Damen Maaita

Governor Council member	Hussein Tarawneh
President of the Heritage Revival Association	Wasel Mobaideen
President of the Military Retirement Association	Abdullah Al-Qarala
Karak Forum for Public events	Hussein Abdullah Al-Soub
Karak Forum for Public events	Ibrahim Abu Nawas
Lawyer and Activist	Ahlam Masannat
Public Relations / Mutah University	Kinan Ali Maaita

Member of the Governorate Council / Karak Governorate	Mr. Maher Maaita
Mutah University	Dr. Mohammed Sheikh Theeb
	Sabri Dalaeen
	Sahar Mubaideen
Director of the Queen Rania Center for Educational Studies	Dr. Wijdan Al-Karaki
Ministry of Agriculture	M. Mamoon Adayleh
Mutah University/College of Law	Dr. Salem Al-Adayleh
Mutah University / Industrial Engineering	Dr. Malek Qaralleh
Mutah University/College of Business	Dr. Fawaz Al-Shawadeh
Mutah University/College of Business	Dr. Manal Al-Ateeq
Mutah University / Information Systems	Dr. Raed Mohammed Al-Adayleh
Mutah University/Financial and Banking	Dr. Mohammed Anasweh
Mutah Society/Economy	Dr. Hassan Amr
Mutah University / Business Administration	Dr. Mohammed Al-Samarat
Mutah University / Business Administration	Dr. Rateb Khresha
Mutah University / Business Administration	Prof. Dr. Ayman Al-Qatawneh
Mutah Society/Economy	Dr. Hossam Raed
Mutah University/Faculty of Information Technology	Muhammad Ali Al-Abadi
Mutah Society / Law	Muhammad Ahmad Al-Tarawneh
Mutah Society / Law	Youssef Saleh Tarawneh
Mu'tah University / Administrative Law	Dr. Mohammed Sheikh
Mutah University/Chemical Engineering	Ahmed Adam Tarawneh
Mutah University/Faculty of Information Technology	Dr. Rania Halasa
Mutah University / Business Administration	Dr. Nour Qatwneh
Civil Society	Aida Maaitah
Head of the Karak Association	Abdullah Al-Qarrala
Karak Municipality	Ahmad Al-Thunaibat
Mutah University	Ahmed Omar Al-Mousa
Mutah University	Muhammad Aref Al-Tarawneh
Mutah University	Amani Al-Qarala

Mutah University	Mohammed Al-Jamal
Mutah University	Saifuddin Madadaha
Mutah University	Nadim Adaileh
Mutah University	Sabaa Wedian
Mutah University	Ahmed Skhour
Mutah University	Noor Samara
Mutah University	Bilal Nabawi
Mutah University	Shaher Al-Qaisi
Mutah University	Jassar Hossam Odeh
Mutah University	Rashid Mahmoud Zidan
Mutah University	Abdul Rahman Al-Jami
Mutah University	Susan Joseph

Mafraq session

Vice President of Al al-Bayt University	Prof. Dr. Omar Al-Attain
Mafraq Governor	Salman Yousef Al-Najada
Mayor of Rehab	Akram Suleiman Al-Harran Al-Harashah
Mayor of Basiliya	Student Mansour Al-Hammad
Mayor of Sarhan	Ali Affan Jaber Al Harafsheh
Mayor of Salhia and Nayfa	Najeh Shurufat
Mayor of Mansheyet Bani Hassan	Mowaffaq Al-Shadifat
Media Forum for Cultural Development / Jordan Television	Youssef Al-Maqabeh
Engineers Syndicate	Majdi Al-Amoush

Business School	Dr. Ali Al-Quraan
Law School	Abdul Rahman Al-Shurafat
Al al-Bayt University / Scientific Research	Dr. Tariq Al-Khalidi
Al-Bayt University	Suleiman Mohammed

Al-Bayt University	Abdullah Hussein
Al-Bayt University	Randa Jasser Rantisi
Journalism	Tawfiq Abu Kaneh
Engineers Syndicate / Vice President of Mafraq Branch	Suhaib Muhammad Hassan Harahsheh
Al al-Bayt University/ Public Relations	Haya Abu Aklik
Al al-Bayt University / Water Research Center	Muawiyah Bani Issa
Al al-Bayt University / Water Research Center	Hassan Khazaleh
Thuraya Development City/Executive Director	Muhammad Al-Husban
Al-Bayt University	Dr. Mohammed Al-Hayek
Bar Association / Mafraq Branch	Sami Farhan Abboud Madi
Al-Bayt University	Dr. Abdullah Ghazou
Kingdom TV	Moatasem Abu Jaber
Petra Agency	Hisham Al-Qadi
Kingdom TV	Anas Al Harahsheh
Al-Bayt University	Dr. Ahmed Salem Khazali
Agricultural Engineers Association	M. Firas Al Harahsheh
President of the Federation of Charitable Societies	Kholoud Atallah
Culture Association for the Arts	Mohammed al-Zubaidi
Lawyer / Fouad and Omar Al-Duwairi Company	Emad Al-Duwairi
Al-Bayt University	Rama Omar Mohammed
Al-Bayt University	Ghaleb Khalaf
Al-Bayt University / Economics	Dr. Faeq Mohammed
Al-Bayt University	Laith Muhammad Ali Al-Momani
The Islamic University/PhD Student - Administration	Muhammad Shehadeh Al-Zubaidi
Al al-Bayt University/College of Business	Dr. Bassam Al-Aden
Social Activist	Rania Jayyousi
Jordan TV	Riyad Al Shayyab
Jordan TV	Idris Khedirat
Jordan TV	Nedaa Al-Harasheh
Al al-Bayt University/Faculty member - College of Business	Dr. Ali Zakaria Al-Quraan

Al-Bayt University	Suhaila Suleiman
Al-Bayt University	Dr. Mulla Al-Safadi
General Security	Sami Bani Sakhr
Water, Research and Environment Center	Ahlam Khaled Abu Aleem
Water, Research and Environment Center	Shaden Al-Omari
Water, Research and Environment Center	Nuqul Khazaleh
Water, Research and Environment Center	Aseel Al-Masry
Water, Research and Environment Center	Ayah Safah
Water, Research and Environment Center	Sabreen Saber Al-Khatib
Al al-Bayt University/Deputy Dean of Law	Prof. Dr. Farhan Nazzal Al-Masaeed

Ma'an session

President of Al-Hussein Bin Talal University	Prof. Dr. Atef Kharabsheh
Governor of Ma'an	Mr. Faisal Muflih Al-Samiran
Ma'an Governorate Council	Ismail Saidat
Roya TV	Mohammed Hussein
Al-Hussein University	Rula Al-Aqayla
Al-Hussein University	Aseel Faya
Mayor of Al-Ashari	Nassar Suleiman Al-Jazi
Al-Hussein University	Sireen Alfantaseh
Former Minister	His Excellency Dr. Bassam Al Talhouni
Al-Hussein University	Qusai al-Hababah
Al-Hussein University	Laith Khreisheh
Al-Hussein University	Ashour Abu Al-Zein
Kingdom TV	Iyad Ibrahim

Al-Hussein University	Nemat Mohammed
Al-Hussein University	Enas Abu Hilala
Al-Hussein University	Hassan Alnaimat
Al-Hussein University	Aaron Alnaimat
Al-Jafr Municipality	Fahad Al-Nawasra
Local Community	Rima Jaghbir
Al-Hussainiya Association for Women	Fatima Al-Dhiabat
Al-Hussein University	Nagham Ismail
Southern Association	Sheikh Matar Abu Rakhiya
Local Community	Sheikh Fayez Suleiman Doerj
Al-Hussein University	Moustafa Ibrahim
Al-Hussein University	Hamza Shawish
Al-Hussein University	Dr. Nassim Twaisi
Al-Jafr Municipality	Hassan Damani
Petra Agency	Saleh Abu Tawila
Al-Anbat	Jawad Al-Khodary
Petra Development and Tourism Region Authority	Dr. Fatima Helalat
Petra Development and Tourism Region Authority	Ibrahim Muhammed Ibrahim
Al-Shoubak College	Taleb Msaideen
Ma'an Governorate Council	Ayed Khattab
Al-Hussein University	Lujain Qudah
Member of the Board of Trustees	Salfa Muhammad Odeh Abu Tayeh
Career Guidance Office, Al-Hussein University	Suleiman Hamid
Al-Hussein University	Dr. Moath Al-Safafsa
Local Community	Sheikh Muhammad Krishan
Al-Hussein University	Dr. Muhammad Al Khattab
Al-Hussein University	Ayaesh Ayeshe
Al-Hussein University	Dr. Ibrahim Hawarni

Al-Hussein University	Raghad Zakarna
Al-Hussein University	Dr. Suleiman Al-Subu
We are all Jordan Youth Commission	Ahmad Jaradin
Al-Hussein University	Dr. Doaa Al-Tabiri
Al-Hussein University	Dr. Saddam Al Dalaeen
Al-Hussein University	Rauf Ayman

Madaba session

President of the American University of Madaba	Prof. Dr. Mamoun Akroush
Governor of Madaba	Nayef Hadayat
Madaba Governorate Council	Noor Al Awamrah
President of the Madaba Governorate Council	Muhammad Suleiman Abu Rakba
Member of the Greater Madaba Municipal Council	Kholoud Falahat
Mayor of Lubb and Mleih	Hussein Suleiman Deif Allah Alsmarat
Mayor of Jabal Bani Hamida	Muhammad Warad Salim Shakhanbeh
Takamul Association for Development and Human Rights	Hisham Shawabkeh
Esnad Association for Democracy and Human Rights	Rabbi Khaled Sheikha
Esnad Association for Democracy and Human Rights	Jamal Al Bawared
Doctors Syndicate Madaba branch	Dr. Marwan Al-Maayah
Former Deputy	Abdul Qadir Salman Nuri Al-Azaida
Former Secretary General of the Ministry of Health	Dr. Ahmed Qutaitat
Public Relations/American University	Ghadir Turjuman
Director of Madaba Cooperation and an Activist	Ghazi Hawasheh
Activist and Volunteer	Firas Saferty
Lawyer and Activist	Muhammad Al-Sulaimat
President of the Nashama Al-Khair Association	Rania Shakhatra
President of a Tourist Association and the largest activist in Madaba	Samer Twal

Outputs of the national dialogue in the provinces

Former Employee	Muhammad Salih Sultan
Madaba Doctors Syndicate	Dr. Marwan Maaytah
Journalism	Oday Shura
Madaba Health Director	Dr. Wael Al-Azab
Assistant Director of Madaba Health	Dr. Amani Al-Far
Accountant	Maram Al-Saeedan
President of the Union / Madaba	Muhammad Nazzal Rashid
Member of the Madaba Governorate Council	Issa Nassar
Member of the Madaba Governorate Council	Mohammed Khalaf Brizat
Legal Researcher	Mr. Muhammad Al-Qutaitat
Former Minister	His Excellency Musa Al-Jamani
Record Technician	Ruba Shabaha
Local Community	Dr. Yousef Al-Ghalilat
Local Community	Fadwa Hamarneh
Civil Society	Shafer Al-Shakhanbeh
Civil Society	Ghadir al-Fuqaha
American University	Dr. Muhammad Al-Awamleh
American University	Dr. Wajdi Al-Awamdah
American University	Dr. Issam Fattash
American University	Dr. Majd Dawood
American University	Dr. Khaled Al-Adwan
American University	Dr. Hanan Madanat
American University	Celina Abujadam
American University	Diala Mdanat
Jordan TV	Talal Al-Abadi
American University	Sanaa Mohammed

Ajloun session

Acting President of Ajloun National University	Prof. Dr. Ali Al-Zoubi
Governor of Ajloun	Mr. Kablan Muhammad Al-Sharif
Chairman of the Ajloun Governorate Council	Omar Mahmoud Momani
Greater Ajloun Municipality	Wasfi Qudah
Greater Ajloun Municipality	Mohammed Najadat
Al-Junaid Municipality	Mahdi Omar Mustafa Momani
Al-Shifa Municipality	Zahr al-Din Muhammad Aqab Aroud
Member of Parliament	Farid Thalji Farhan Haddad
Former Deputy	Ali Saleh Bani Atta
Ajloun Women Association	Nadia Rabadi
Eyes on the Motherland Association	Monther Al-Zaghoul
Eyes on the Motherland Association	Monem Al-Smadi
Tawasul Association for Democratic and Political Empowerment	Muhannad Al-Smadi
Member of the Board of Trustees	Prof. Dr. Rakiz Al-Zaareer
Sindian Association for Democratic Development	Moaz Wahsh
Sindian Association for Democratic Development	Ali Qudah
Our Life is Beautiful Association	Kawkab Najadat
Former Deputy	Her Excellency Mrs. Salma Rabadi
Chairman of the Board of Trustees / Ajloun University	Dr. Muhammad Nour Al-Smadi
Federation President	Dalal Al-Zaghoul
Women's Committees	Zainab Momani
Former Secretary General	Ali Al-Darbkeh
Local Government Expert and Consultant	Muhammad Ali Al-Qudah
Former Education Manager	Dr. Ibrahim Al-Smadi
Local Community	Salim Al-Smadi

Outputs of the national dialogue in the provinces

Ministry of Labor	Salem Bani Salam
Ministry of Culture	Samer Freihat
Civil Affairs	Jihad al-Qudah
Director of Ajloun Business Incubator	Alaa Freihat
Ministry of Development	Dr. Maryam Gharaibeh
Tourism Manager	Muhammad Al-Deek
Ajloun National University	Dr. Ghaleb Al-Shamayleh
Ajloun National University	Dr. Montaser Al-Qudah
Ajloun National University	Dr. Qasim Abu Eid
Ajloun National University	Dr. Khaled Al-Thiabat
Ajloun National University	Dr. Nidal Al-Qudah
Ajloun National University	Dr. Khaled Al-Jabali
Ajloun National University	Dr. Ahmed Al-Amari
Ajloun National University	Dr. Bilal Al-Maitani
Ajloun National University	Dr. Rabih Al-Zaghoul
Ajloun National University	Student Farah Sharman
Ajloun National University	Student Farid Freihat
Ajloun National University	Student Ahmed Al-Qudah
Ajloun National University	Student Kawthar Khamis
Ajloun National University	Student Ibrahim Al-Yazgin
Change Agents Center	Waad Samai
Change Agents Center	Bailsan Freihat
Ajloun University	Saleh Al-Momani
Local Council	Ayman Qudah
Journalist	Muhammad Salih Qudah
Student	Moatasem Al-Amari
Student	Habes Ayasra
Student	Kamal Ibrahim
Student	Yunus Al-Ayasra

Jerash session

President of Jerash University	Prof. Dr. Youssef Al-Adous
Jerash Governor	Governor Firas Al-Faour
Jerash University	Jamal Hassan
Jerash University	Maymouna Yaghi
Jerash University	Dr. Abdul-Mahdi Al-Damour
Jerash University	Ghadir Majali
Jerash University	Dr. Shady Gharaibeh
Former Minister	His Excellency Mr. Adel Bani Muhammad
Fayha Forum	Wejdan Qudah
Journalist	Raqqd Qudah
Journalist	Issa Maqableh
Jerash Governor's Council	Dr. Muhammad Al-Awamra
Jerash University	Muthanna Omar Faraj Allah
Jerash University	Muhammad Marwan Al-Nsour
Jerash University	Youssef Al-Hamid

Jerash University	Iman Abu Shamaa
Jerash University	Omar Abdul Rahim
Jerash University	Muhannad Abu Asal
Jerash University	Khaled Homsy
Jerash University	Hazem Musleh
Jerash University	Zaid Banat
Jerash University	Omaima Hawamdeh
Jerash University	Dr. Haitham Hijazi
Jerash University	Dr. Shafiq Banat
Jerash University	Dr. Hamza Al-Hawamdeh
Jerash University	Dr. Ismail Bani Taha
Jerash University	Dr. Muhammad Al-Breik
The Cooperative Enterprise	Engineer Omar Al-Faqih

Jerash University	Dr. Muhammad Abu Shuqair
Jerash University	Dr. Ali Malkawi
Jerash University	Dr. Muhammad Al-Tarawneh
Jerash University	Dr. Laith Al-Hussainat
Al-Rai Newspaper	Omar Homsy
Former Minister	His Excellency Mr. Atef Odaibat
Jerash University	Muhammad Al-Hawamdeh
Jerash University	Rayhan Ayasra
Jerash University	Ahmed Hani
Jerash University	Belqis Momani
Jerash University	Nahla Momani
Jerash University	Ruqaya Al-Azazma
Jerash University	Dr. Muhammad Al-Afif
News Agency	Salem Wardat
Jerash Doctors Syndicate	Dr. Jihad Mahmoud
Jerash University	Dr. Jaafar Al-Batoush
Jordanian Society for Human Development	Muhammad Al-Amour
Private Sector	Adel Al-Dalabeh
Jerash University	Hamza Al-Issa
Jerash University	Batool Mrayat

Balqa session

Governor of Balqa Governorate	Mr. Firas Abu Qaoud
President of Al-Ahliyya Amman University	Prof. Dr. Sari Hamdan
Doctors Syndicate	Fakhry Al-Sumairat
Balqa Cooperation Directorate	Yasser Al-Alaween
Tourism Friends Association	Lawyer Muhammad Odeh Al-Rialat
Former Deputy - Al-Balqa Applied University	Dr. Khalil Al-Hiyari
Al-Ahliyya Amman University	Zina Abu Al-Saman
Al-Ahliyya Amman University	Batoul Al Shibli

Al-Ahliyya Amman University	Tala Dahbour
Culture Street Platform Association	Khaled Abu Rumman
Al-Ahliyya Amman University - Law	Dr. Khaled Al Sheridat
Mayor of Sawayma	Issa Suleiman Jaarat
Vice President of the Engineers Syndicate	Abdul Mohsen Kharabsheh
Law School	Youssef Mufleh
Arab Organization for Empowerment	Dr. Eman Al-Muhaisen
General Manager of Integrated Scientific Company	Samar Muhammed Abdullah
Marketing Director of Integrated Scientific Company	Ezzedine Al-Bitar
Local Community	Kholoud Abu Talib
Head of the Development of Charitable Association	Raad Abdel Hafez
Representative of the Mayor of Central Shouna	M. Mustafa Awaisha
Council of Voluntary Institutions in Fuheis	Siham Kawar
Judge	Judge Nawaf Al-Hiyari
Sanabel Association	Abdullah Ayasra
Sanabel Association	Samar Abdullah
Sanabel Association	Amer Al-Bitar
University of Jordan	Dr. Maha Arabiyat
Student - Al-Ahliyya Amman University	Saja Abbas
Student - Al-Ahliyya Amman University	Salsabil Hazem Mustafa
Mayor of Ain El-Basha	Jamal Al-Waked
Student - Al-Ahliyya Amman University	Yumna Khreisat
President of the Association for the Development of Democracy	Nidal Dabbas
Balqa Applied University	Balqis Abu Rumman
Al-Hamam Street Cultural Forum	Inam Atma
Al-Ahliyya Amman University	Prof. Dr. Osama Al-Hanaibneh
Al-Ahliyya Amman University	Mona Khasawneh
Al-Ahliyya Amman University	Reem Al-Abed
Former Deputy	Attorney Fakhry Al-Dawood

Outputs of the national dialogue in the provinces

Student - Al-Ahliyya Amman University	Mohamed Al-Masry
President of the Capital Union of Environmental Societies	Dr. Joseph Manasra
President of the Nashimiyat Sweileh Charity Association	Fatima Al-Abadi
Nashimiyat Sweileh Charity Association	Rima Masri
Tourism Friends Association	Wasila Al-Zoubi
President of the Zai Cultural Forum	Youssef Amayra
Student - Al-Ahliyya Amman University	Zaid Club
Student - Al-Ahliyya Amman University	Ahmed Walid Said
Student - Al-Ahliyya Amman University	Lubna Al-Zoubi
Salt Cultural Forum	Dr. Ali Hiyasat
Next Generations Initiative	Rajaie Nafaa
Employee - Al-Ahliyya Amman University	Ramzi Tayseer
Employee - Al-Ahliyya Amman University	Ahmed Al-Shaloul

Zarqa session

Governor of Zarqa	Hassan Salem Al-Jubour
Chairman of the Zarqa Governorate Council	Majid Al-Khodary
Director of the Women's Empowerment Unit / Cultural Center	Mrs. Diana Khawaldeh
Director of Planning and Organization / Zarqa Municipality	Mrs. Sanaa Momani
Zarqa Governorate	Dr. Fawaz Al-Zaidan

Zarqa Governorate	Khaled Al-Mousa
Zarqa Municipality	Faisal Jameel
Zarqa Endowment Directorate	Ashraf Fawzy Abu
Civil Society	Ramy Samih Ahmed Sabweh
Civil Society	Fadi Adel Muhammad
TV	Fadi Al-Shoufi

Outputs of the national dialogue in the provinces

Doctor/ member of the Zarqa Governorate Council	Dr. Muhammad Taha Abu Najma
Zarqa Chamber of Industry	Hussein Hawatmeh
Assistant Governor	Dr. Saud Al-Harbi
Retired Officer/Member of Public Transportation	Essam Hijawi
Director of Industry, Zarqa Governorate	M. Hashem Al Shayyab
Pioneers Cultural Club	Mohammed Abdullah Shehadeh
Zarqa Directorate of Industry and Trade	M. Marwan Rawashdeh
Axis for Democratic Empowerment	Khaled Al-Mousa
National Forum Association	Reem Al-Faluji
Zarqa Directorate of Industry and Trade	Khaled Al-Bourini
Head of the Human Rights Department / Office of the Governor	Faten Abu Laila
Social Activist	Ahmed Awad
Activist / Member of the Democratic Institute	Ahmed Al-Khawaldeh
Director of Agriculture	Ibtihaj Kasabeh
Assistant Governor	Dr. Saud Al-Harbi
Observer	Raed Nabulsi
Head of the Fifth District Office	Ayham Miqdad
Member of the Zarqa Governorate Council	Mustafa Taqatqa
Former County Council Member	Imad Khalayleh
Member of Future Committe	Amjad Abu Asleeh
Supervisor	Iyad Lutfi Mustafa
Head of the Instructions Office	Raed Haddad
Journalist	Mahmoud Abu Hilal
local Community	Ahmed Nouredine Abu Al-Haija
Civil Society	Emad Mohamed Adel
Director of the We Are All Jordan Youth Authority	Abdul Rahim Al-Zawahra
Provincial Council Member	Faisal Al-Zawahra
Civil Society	Ahmed Masarwa

Lawyer and Activist/Member of the Provincial Council	Saed Shamayleh
Head of the Zarqa Engineers Syndicate Branch	Dr. Khaled Al-Balawi
Director of the Directorate of Health Affairs for Zarqa Governorate	Dr. Khaled Abdel Fattah
Engineers Syndicate / Social Committees	M. Muhammad Abu Ubaidah
Future Youth Association for Development and Leadership	Rizk Attia Al-Awartani
Civil Engineering/Service Manager, Miyahuna Company	M. Riyadh Khaled Al-Shayeb
Agricultural Engineers Association	M. Ziyad Al-Maaita
President of the Agricultural Engineers Association	Ziad Maaita
Director of the Local Development Unit / Zarqa Municipality	Muhammad Nayef Al-Zawahra
Engineer / Jordan Electricity Company	Mohamed Essam Salah
Branch Manager of the Transportation Authority	Lubna Abdel Hadi
Member of Zarqa Municipality	Fathi Abdullah Al Khalayleh
The Hashemite University	Professor Dr. Sultan Al-Maani
The Hashemite University	Dr. Ahmad Al-Husban
The Hashemite University	Dr. Sultan Al-Zayoud
The Hashemite University	Dr. Fadi Al-Sheyab
Local Community	Bassem Abu Ghareza
Local Community	Muhammad Maan
Local Community	Ibrahim Shuqairat
Local Community	Sami Shunnaq
Zarqa	Dr. Khaled Abdel Fattah
Lawyer	Hossam Hussein Al-Hadhary
Director of the Azraq Mayor's Office	Khamees Taweel
Hallabat Municipality	Mr. Islam Mahawish
Zarqa Municipality	Hassan Al-Amoush
Local Community	Ibrahim Al-Amoush
Local Community	Raouf Al-Owaidi
Local Community	Ali Habarneh

Local Community	Issa Haddad
Local Community	Dr. Mahmoud Alimat
Director of the Directorate of Agriculture, Zarqa Governorate	Mrs. Ibtihaj al-Kasasbeh
Member of the Political Bureau/ Jihad Party	Mohammed Abdullah Shehadeh
Rapporteur of the Public Freedoms Committee / Youth Parliament	Ahmed Al-Khawaldeh
Legal Advisor to the Municipality of Zarqa	Mohamed Assi
Journalist	Nabil Mahadin
Journalist	Muhammad Abu Alwan
University Doctor / Law	Ahmed Al-Husban
Local Community	Mahmoud Tawil
Local Community	Ayman Maaita
Local Community	Ahmed Theeb Al-Zawahra
Local Community	Hakam Muhammad Ahmad
Local Community	Ammar Zakaria
Zarqa	Ahmed Salama

Tafila session

President of Tafila Technical University	Prof. Dr. Omar Nawaf Al-Maaytah
Tafila Governor	Mr. Muhammad Abu Jamous
Mayor of Basira	Jihad Ahmed Abdel-Latif Al-Rufou
Mayor of Al-Hasa	Khaled Zahir Hammoud Al-Manain
Mayor of Al-Qadisiyah	Ali Awad Ali Alnaana
Member of Parliament	Muhammad Ismail Ali Al-Saudi
Former Deputy	Hazem Abdullah Diab Al-Aouran
Aman for Environmental Sustainability	Ali Youssef Awwad
Soil Tafila Agricultural Association	Mr. Ali Zaraibeh
Creativity Tafila Cultural Club Association	Sawsan Suleiman Al-Farahid
Afra Cultural Forum Association	Adnan Suleiman Awwad
Tomorrow's Cultural Forum Association	Muhammad Zaid Al-Hanifat

The Jordanian Badia Association for Thought, Culture and Development	Muhammad Al-Hajaya
President of the Engineers Syndicate, Tafila Branch	Zaki Muhammad Musa al-Qaisi
Engineers Syndicate, Tafila Branch	Wafa Madallah Salem Tarawneh
Bar Association Tafila Branch	Ahmed Abdel-Majeed Mohamed Al-Jaradeen
Women's Ahl al-Himah Charity Association - Tafilah	Dr. Khawla Al-Kalaldeh
Star Ladies Association	
Nashimiyat and Nashamy Tafila Association	Ayah Saleh
Nashimiyat and Nashamy Tafila Association	Ramia Badari
We are all Jordan Youth Commission	Siraj Al-Oran
Youth Activist	Amer Al-Na'ana
Youth Activist	Ahmed Samih
Youth Activist	Moaz Al-Akayla
Youth Activist	M. Fouad Al-Amayreh
Youth Activist	Kawthar Shabat
Director of the Tafilah Works Directorate	Mr. Omar Mohammed Salman Al-Harasis
Director of the Environment Directorate	M. Ahmed Taha Al-Mahaira
Tafila Industry Manager	Hasan Rabaiaah
Tafila Operations Manager	Othman Abdullah Abdel Nabi Al-Masry
Director of the Directorate of Health Affairs	Dr. Mona Amayreh
Tafila Agriculture Manager	M. Hussein Khalif Hamitan Al-Qatamin
Tafila Youth Director	Osama Ali Mahmoud Khawaldeh
Tafila Tourism Director	Kholoud Salama Jamil Al-Jaraba
Director of the Tafilah Antiquities Directorate	Ashraf Nile Makhmer Al-Rawashdeh
Tafila Breeding Director	Bisher Salem Al-Atiwi
Tafila Cooperation Manager	Raed Abdul Salam Muhaisen Al-Rabihat
Director of the Tafila Development Directorate	Abdullah Khalaf Salama Al-Suqur
Director of the Tafilah Affairs Directorate	Ali Faleh Qasim Al-Maraghieh
Director of the Vocational Training Institute	Muhammad Salama Muhammad al-Sharaidh
Provincial Council Member	Hamad Mutaib Muhammad Al-Qatasha

Provincial Council Member	Hamda Mohammed Hussein Al-Maraghih
Chairman of the Education Committee, Elected Member / Al-Qadisiyah region	Radhi Abdel Qader Thalji Khawaldeh
Chairman of the Administrative Committee / Chamber of Industry and Commerce	Odehallah Alktaitat
Zad News Agency / Tafilah	Professor Khaled Qatasha
Official Media Director / Tafila	Samir Marayat
Former Minister	His Excellency Dr. Faisal Al-Rufou
Mayor of the Greater Tafila Municipality	Dr. Hazem Atallah Al-Adinat
Tafila Technical University	Shatha Mufleh
Tafila Technical University	Esraa Al-Auran
Tafila Technical University	Shahed Masaeed
Tafila Technical University	Hussein Shubailat
Tafila Technical University	Dr. Muhammad al-Mahasneh
Tafila Technical University	Student- Hanan Rababa
Tafila Technical University	Student- Osama Wael Muhammad
Tafila Technical University	Student - Khaled Al-Adenat
Tafila Technical University	Student- Ahmad Al-Riyalat
Tafila Technical University	Student- Hashem Muhammad
Tafila Technical University	Student-Moatasem Abdullah
Governor Council Member	Aisha Al-Masaedeen
Governor Council Member	Myassar Badayneh
Kingdom TV	Laith Adnan
Jordan TV	Ayman Hamdan
Activities Directorate	Amjad Abdel Karim
Tafila Culture Manager	Wesam Fakeer
Pharmacists Syndicate	Mohammed Al-Amaira
Petra Agency	Samir Al-Marayat
Zad News Agency	Khaled Katatasha
Directorate of Tafila Culture	Hudifa Al-Qarraa
Directorate of Tafila Culture	Muhammad Al-Rawajfah

Al-Rai Newspaper	Anas Al-Amarin
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Aqaba session

Governor of Aqaba	Khaled Mohammed Hajjaj
Chairman of the Aqaba Governorate Council	Emad Abdel Qader Amr
Member of Parliament	Raouh Al-Gharabli
Engineers Syndicate, Aqaba Branch	Yanal Muhammad Al-Marazqa
Bar Association, Aqaba Branch	Magdoline Sobhi Abdel Fattah adwan
Provincial Council	M. Sinan Abu Musa
Aqaba Chamber of Commerce / Director of the Chamber	Mohammed Al-Gharabli
Vice Chairman of the Board of Commissioners / Aqaba Region Authority	M. Hamza Hajj Hassan
Technical Director of the Queen Rania Center	Raghda Qassem
Aqaba University of Technology	Dr. Ibrahim Al-Tarwaneh
Ministry of Health	Dr. Mason Tarawneh
Provincial Council	Ali Abdullah Abu Al-Ezz
Social Activist	Walaa Abu Al-Ezz
Jordan River Foundation	Raghda Qassem
Orbasir Company	Haneen Elgarhy
Business Management	Haron Hijazi
Renaissance Forum to Support Production	Dr. Mahmoud Al-Naana
Accounting Professor	Dr. Ahmed Atef
Labor Directorate	Dr. Atef Hamran
Ayla Oasis	Derar Jawazneh
Aqaba Governorate Council	Dr. Rana Krishan
Local Council	Mohammed Assaf
Al Balqa Applied College	Dr. Sanaa Al-Rifai
Local Community	Maan Anwar
The University of Jordan / Aqaba	Prof. Dr. Ibrahim Al-Kurdi

Social Activist	Hana Abdellat
Aqaba Development Company	Eng. Shatha Al-Tarawneh
Aqaba Water Company	Raya Halasa
Jordanian National Forum for Women	Tamara Fakhry
Master of Business Administration	Muhammad Majali
Media	Mohamed Hamed Al-Wedyan
Activist	Naja Ismail
Aqaba Youth Directorate	Lana Awabeda
The University of Jordan / Aqaba	Dr. Ghaleb Abbasi
The University of Jordan / Aqaba	Dr. Muhammad Issa Al-Maharmah
The University of Jordan / Aqaba	Dr. Moaz Abu Faraj
Master of Human Resources	Medline Ghazi Tahat
Social Activist/Media	Sarah Faris
Social Activist/Photographer	Nourhan Alkhawaldeh
The Ministry of Education	Reem Al-Ma'abara
Aqaba University of Technology	Dr. Osaid Al-Manizil
Social Activist/Journalist	Kholoud Shloul
Media	Sarah Ali Al-Faris
Local Community	Ahmed Mohamed Saba
Jordan River Foundation / Aqaba	Ahmad Salem
Aqaba Astronomical Society	Rasha Hammad / Vice President
Directorate of Agriculture, Aqaba Governorate	Dr. Abdullah Al-Alaween
ALV	M. Bassam Bawaneh
Cultural Talents Without Borders Forum Association	Mai Deif Allah Al-Qatamin
Women's Affairs	Dr. Attorney Mona Touqan
The University of Jordan / Aqaba	Dr. Ibrahim Rammaneh
Lawyer	Moath Al-Mahariq
Ministry of Justice / Aqaba	Dr. Sona El Masry
Local Community	Lubna Al-Jaraba
Jordan Mawan Industrial Company	Saad Al-Hatamleh / Administrative Director

Outputs of the national dialogue in the provinces

Jordan Mawan Industrial Company	Rima Al-Jaghbir / Public Relations Officer
Head of Planning Department / Ministry of Education	Ebrahim Al-Masry

Representatives of the Economic and Social Council Participating in the Dialogue Sessions in the Governorates

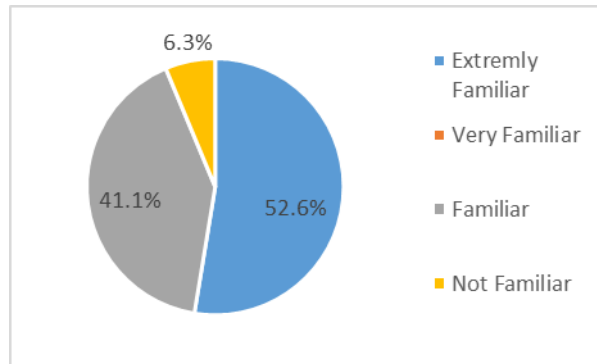
President of the Economic and Social Council	Prof. Dr. Musa Shtewi
Secretary General of the Economic and Social Council	Dr. Metri Mdanat
Media Adviser	Mr. Omar Clapp
Development Consultant	Mrs. Enas El-Shatnawy
Researcher	Dr. Kholoud Halahleh
Researcher	Doaa Al-Masry
Researcher	Mahmoud Al-Shaalan
Researcher	Ziad Darakeh
Researcher	Nabil Shara
Researcher	Maha El Shatnawy
Researcher	Abdul Rahman Abu Nuqtah
Media	Muhammad Bakir
Public Relations	Muhammad Saadeh
Media	Haneen Thaher
Administration	Saiedah Khalaf
Administration	Sawsan Abu Al-Zinat
Administration	Ahmed Adarbeh
Administration	Muhammad Abu Rumman
Administration	Mahmoud Al-Bastanji

Representatives of the US Agency for International Development USAID

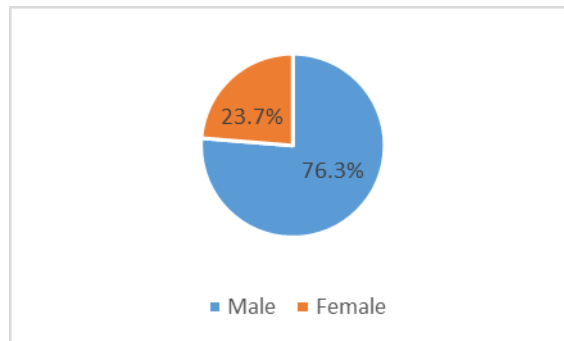
USAID	Iman Ballout
USAID	Muhammad Al-Karaki
USAID	Hind Sabra
USAID	Ahmed Al-Deek
USAID	Noureddine Amayreh

Supplement to the Government Leaders Questionnaire

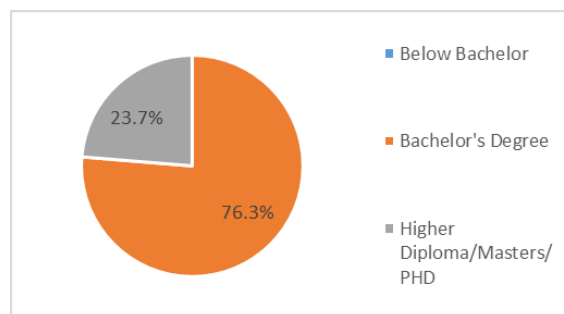
How familiar are you with the public sector modernization roadmap?



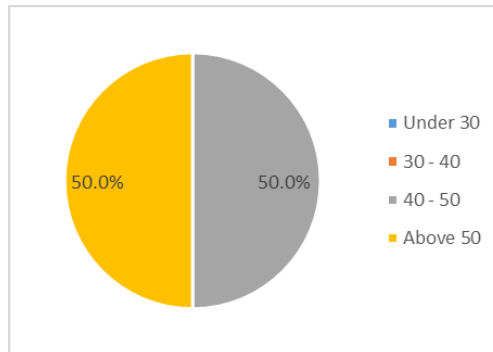
Sex



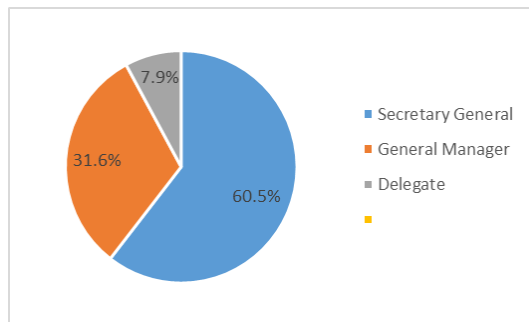
Educational Level



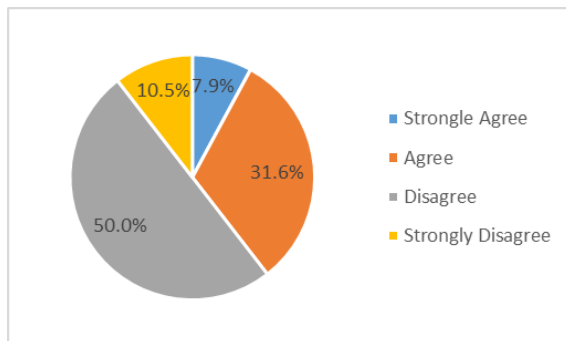
Age Group



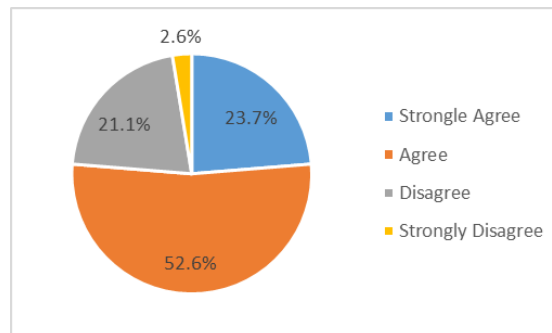
Work Nature



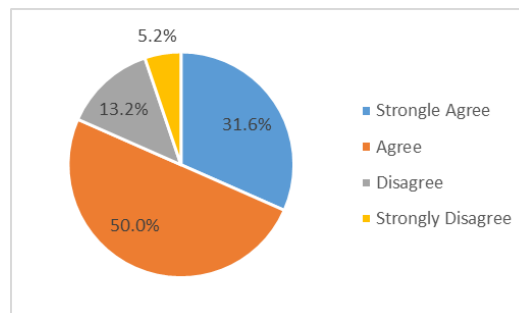
Case (1): Cancelling the Ministry of Labor and transferring its functions to the Ministry of Interior and the Ministry of Industry Trade and supply



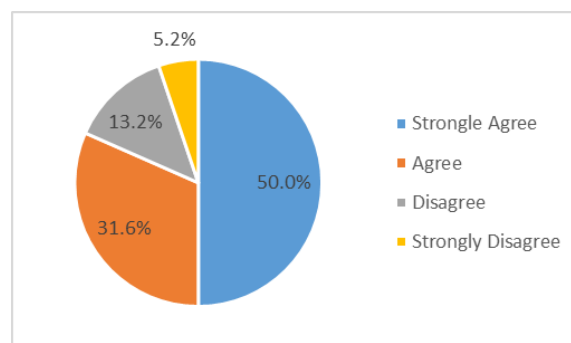
Case No (2): Establishment of the Ministry of Education and Human Resources Development Merging the Ministries of Higher Education and Scientific Research with the Ministry of Education, the transfer of a number of tasks related to education from other parties to the Ministry



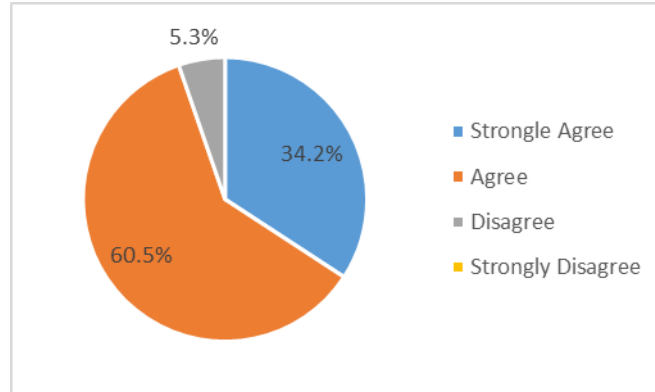
Case (3): Merging the Ministries of Transport and Public Works, merging both the Ministry of Transport and the Ministry of Public Works and housing in one ministry to become the Ministry of Infrastructure Services



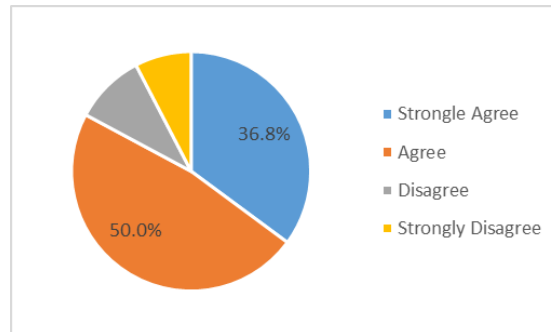
Case No (4): Merging the Ministries of Culture and Youth Merging the Ministry of Youth and the Ministry of Culture into one ministry to become the Ministry of Culture and Youth



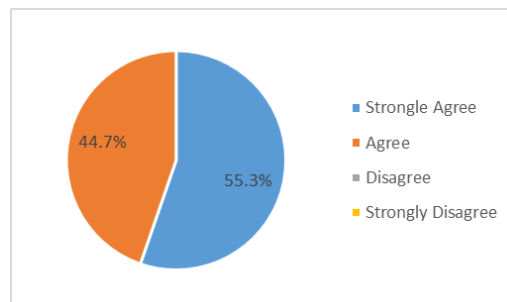
Case (5): Establishing the Ministry of Government Communication and transferring the link between the Jordan News Agency and the Foundation Radio and television to it



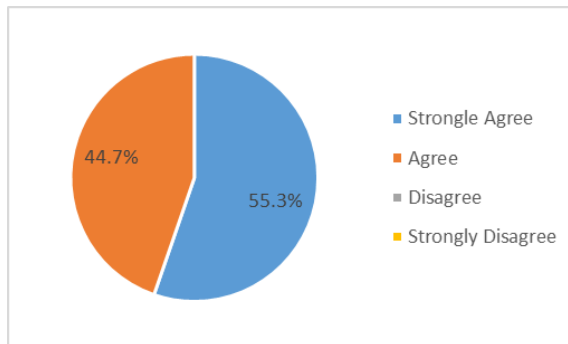
Case No (6): The cancellation of the Civil Service Bureau and the establishment of an authority called the Service and Public Administration Authority, and the authority tends to cancel the competitive role and approve (Decentralization of employment) By ministries and institutions directly



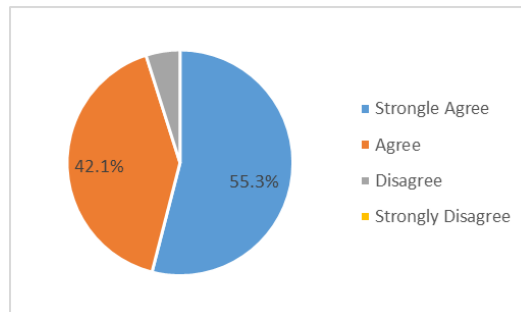
Case (7): Developing a performance appraisal management system for civil servants based on qualification and accountability and the reward



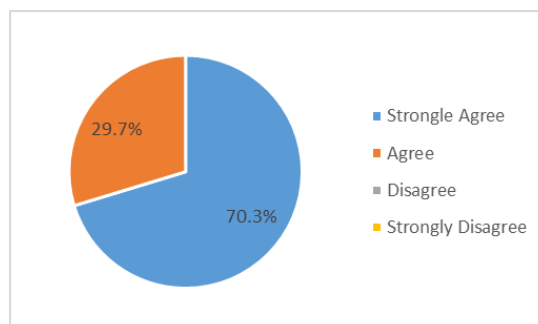
Case No (8): One of the institutional arrangements mentioned in this component is the preparation and training of government leaders



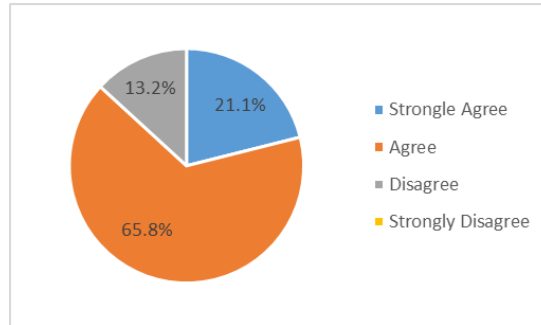
Case No (9): reach a ratio 100% Digitized government services in line with the rapid change in this field



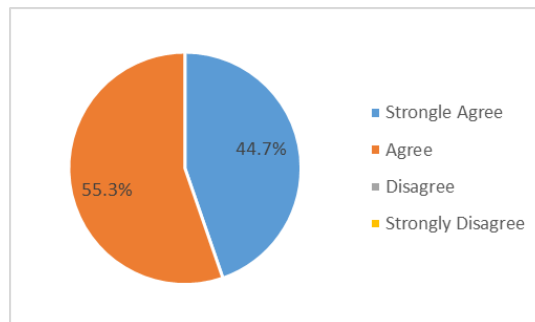
Case (10): Complete transformation of digital payments through payment channels designed to this end by year 2025



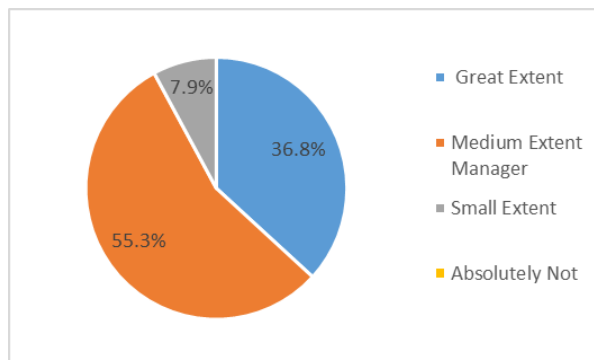
The outputs of the public sector modernization map are consistent with the outputs of the economic modernization vision



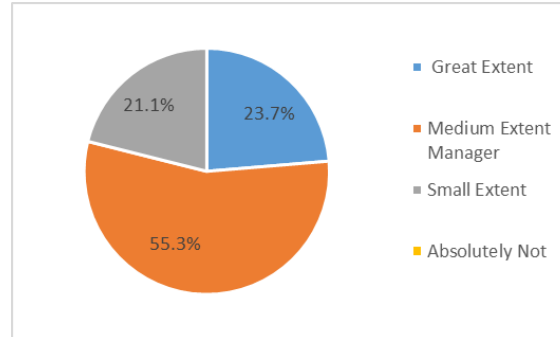
The success of the public sector map depends on its implementation by senior and middle public administrations



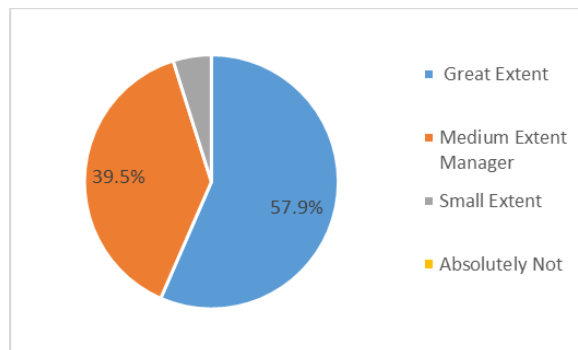
The roadmap addresses the problems and challenges facing the public sector



Do you think that the government will provide the necessary funding to implement the plan to modernize the public sector??



In your opinion, will the implementation of the public sector modernization plan lead to an improvement in the services provided to citizens??



In your opinion, will the public sector modernization plan be able to enhance governance and eliminate favoritism and nepotism??

