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# REVIEWING THE OUTPUTS OF THE PUBLIC SECTOR REFORM PROGRAM

October 5, 2007

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# **REVIEWING THE OUTPUTS OF THE PUBLIC SECTOR REFORM PROGRAM**

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND  
QUALITY (SABEQ)

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TASK NO: 3.1.8.1 IDENTIFY AREAS THAT CAN BE IMPLEMENTED  
BY SABEQ IN THE REMOVAL OF GOVERNMENT COSTRAINTS

## **DISCLAIMER:**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ABBREVIATIONS

API	Autonomous Public Institution
GBD	General Budget Department
GPU	Government Performance Unit
HRM	Human Resource Management
HRPD	Human Resource Policy Development
IMC	Inter-Ministerial Committee
MoAD	Ministry of Administrative Development
MoE	Ministry of Education
MoF	Ministry of Finance
MoPSD	Ministry of Public Sector Development
NIT	National Institute for Training
PMU	Program Management Unit
PSDA	Public Sector Development Administration
PSRP	Public Sector Reform Program
PwC	PricewaterhouseCoopers
SABEQ	Sustainable Achievement of Business Expansion and Quality Program
SDIS	Service Delivery Improvement System
SPP	Strategic Program Plan
TMDP	Top Management Development Program

## EXECUTIVE SUMMARY

In October 2004, the Public Sector Reform policy paper titled “Better Government, Delivering Better Results – Public Sector Reform 2004 – 2009” has been approved by the Council of Ministers. The paper describes the Government's commitments towards reforming the public sector in the following areas: policy and decision-making, performance management and service delivery, institutional streamlining, and human and financial resource management. The paper is the main policy-based result of a consultancy effort provided to the government of Jordan in 2003 – 2005 by a coalition of international and local consulting firms led by the PricewaterhouseCoopers (PwC).

However, the implementation of the Public Sector Reform Program (PSRP), which is the responsibility of the government, has been confronted by many challenges, not least those relating to the frequent change of governments, as well as the high turnover rate among the responsible staff at the Ministry of Public Sector Development (MoPSD). Accordingly, the program did not witness much progress during the past two years, and in some components, progress was nearly stagnant.

Following a request by the MoPSD to review all the PSRP related documents produced by the PwC consultants during the period from 2003-2005, SABEQ has conducted a mission to review all related documents for the purpose of highlighting the areas in which SABEQ can support the implementation of the PSRP. These areas have to have direct relation to SABEQ's objectives, and in specific to the Removal of Government Constrains Component. The material that was handed over by the PwC and was reviewed contains seventeen folders titled as follows: PSR strategy; National Agenda-GPD; MoAD-PSDA-PSRP PMU; Civil Service HRM restructuring – HRPD; Council of Ministers restructuring; Prime Ministry restructuring; Institutional streamlining-restructuring; Service Delivery Improvement System (SDIS); Challenge Fund; National Institute for Training (NIT); Top Management Development Program; Ministry of Education (general, policy & budgeting, and decentralization); Ministry of Finance Technical Assistance (Budget Classification and Capital Expenditure); Communication, Media, PR.

Out of the seventeen folders above, only four areas in which direct relations to SABEQ's business were identified. These areas are; Institutional streamlining-restructuring; Service Delivery Improvement System; Challenge Fund; and National Institute for Training. In each of the four areas, recommendations have been provided on how SABEQ can support implementation, as follows:

## **Institutional streamlining-restructuring**

It is recommended that SABEQ works with the MoPSD to re-vitalize the Government Institutions Database that was developed in 2005, update it and support the Ministry to set the proper arrangements that would ensure a continuous update of the database through a well designed process of interaction with counterparts at the institutions. Also it is recommended that SABEQ support the Ministry with the proper technical and financial assistance to install the database on a server and to develop an interactive website to enable direct and controlled update of the information by the counterparts, and to enable interested parties (individuals and institutions) to extract data and related reports.

## **Service Delivery Improvement System (SDIS)**

It is recommended that SABEQ works with the MoPSD and other governmental institutions along the following initiatives:

1. Review and publish the SDIS toolkit that was developed earlier, and make it available to the public on one or more websites, including the MoPSD website.
2. Test the SDIS and its toolkit through the implementation in two or three pilot institutions which SABEQ can choose out of its current clients.
3. Support developing local consultants to support the implementation of SDIS. This includes the launching of a certificate in SDIS implementation, and the development of SDIS team at the National Institute for Training (NIT).
4. Support SDIS rollout through the Government, and in specific, in the institutions which their services have direct impact on businesses.
5. Support Government institutions in implementing initiatives to improve service delivery, based on the gaps that emerge due to the service delivery measurement process against published standards.
6. Support the design and piloting of a central 'Client Voice' system, which is a crucial independent mechanism to solicit the government's clients' views on the services provided.
7. Support developing and implementing SDIS knowledge management strategy, to ensure the documentation and the reflection of lessons learned.

## **Challenge Fund**

It is recommended that SABEQ provides financial resources for the Challenge Fund to finance service delivery improvement initiatives at government institutions, provided that these initiatives comply with the main objectives of SABEQ and the Removal of Government Constrains Component.

**National Institute for Training (NIT)**

It is recommended that SABEQ works with the NIT to re-identify a team of trainers specialized in SDIS, and support them in conducting Training-of-Trainers programs. Then work with the identified team to provide SDIS training to other government institutions that are chosen for the implementation phase.

## **MISSION'S OBJECTIVE**

### **Background**

A meeting was conducted between a team at SABEQ's – including the Removal of Government Constraints Component and the Minister of Public Sector Development on July 3rd, to discuss potential areas of mutual cooperation between SABEQ and the Ministry. A reference has been made to the Public Sector Reform Program that has been developed by a team of consultants led by Price Waterhouse Coopers (PwC) during the period from 2003 to 2005, as a comprehensive initiative that was developed to improve the performance of the Jordanian public sector in all areas but was mostly left without a proper follow up on implementation. It was agreed to assign one of SABEQ's resources to review the outputs and recommendations of the project which are summarized in 17 folders handed over by PwC in June 2005, and to identify the results/recommendations that fall within the objectives of SABEQ Program in general and the Removal of Government Constraints component in specific, and would lead to improving the performance of the Government in facilitating the business environment in Jordan.

### **Objective**

The objective of this activity is to review the results and recommendations of the public sector development project that was implemented by PriceWarehouseCoopers during the period between 2003 to 2005, and identify the areas covered by the project that contribute towards achieving the objectives of the Removal of Government Constraints component of improving the performance of the Jordanian Government in facilitating and reforming the business environment for business entrepreneurs and investors.



## PROCESS OVERVIEW

1. An initial meeting has been conducted with the MoPSD on July 29, 2007. The meeting was attended by H.E the Minister, Mr. Nader Haddad, Head of Service Delivery Improvement Department, Mr. Mohammad Amawi, SABEQ Program-Removal of Government Constraints Component Leader, and Mohammad Jaljouli, Public Sector Reform Consultant. The meeting discussed the mission's objectives and its role in identifying a cooperative relationship between SABEQ and the MoPSD. It was agreed that the mission will primarily focus on the areas where SABEQ can help in implementing some of the results/recommendations of the recently developed Public Sector Reform Program. Also, it was agreed that the material to be reviewed is the one that was handed over by PricewaterhouseCoopers in June 2005. On August 2, 2007, the consultant visited the Ministry and met with Mr. Nader Haddad, where a softcopy of the material has been delivered to the consultant. The consultant was not able to commence his work until September 9, 2007, due to contractual issues. The revision work has been conducted using ten working days during the period from September 9 - 27, 2007.
2. The material received contains seventeen folders titled as follows:
  - 01 PSR strategy
  - 02 National Agenda-GPD
  - 03 MoAD-PSDA-PSRP PMU
  - 04 Civil Service HRM restructuring - HRPD
  - 05 Council of Ministers restructuring
  - 06 Prime Ministry restructuring
  - 07 Institutional streamlining-restructuring
  - 08 Service Delivery Improvement System (SDIS)
  - 09 Challenge Fund
  - 10 National Institute for Training (NIT)
  - 11 Top Management Development Program
  - 12-15 Ministry of Education (general, policy & budgeting, and decentralization)
  - 16 Ministry of Finance Technical Assistance (Budget Classification and Capital Expenditure)
  - 17 Communication, Media, PR

3. Each folder contains three subfolders; deliverables, working documents and reference documents. The consultant's approach was to consider the deliverables only for the revision process. In some cases, where deliverables were not sufficient to provide a clear picture on the consultancy provided, the consultant had to review the working documents.
4. The revision process followed the following approach: Providing an overview of the main theme of the folder/component; listing the main related documents; identifying the areas relevant to SABEQ's objectives; and, in case a direct relationship is identified, indentifying the way SABEQ can support the implementation of the PSRP areas.
5. Out of the seventeen folders, only four folders in which direct relations to SABEQ's business were identified. These folders are; Institutional streamlining-restructuring; Service Delivery Improvement System; Challenge Fund; and National Institute for Training. In each of the four folders, the relation to SABEQ business is identified, and recommendations have been provided on how SABEQ can support their implementation.

## **OBJECTIVES OF SABEQ AND THE REMOVAL OF GOVERNMENT CONSTRAINTS COMPONENT**

The USAID-funded Sustainable Achievement of Business Expansion and Quality (SABEQ) program is a broad economic development initiative implemented by BearingPoint, Inc. and a sizeable team of international and Jordanian partner firms. By both supporting improvements in the business environment and providing assistance to expand innovation and productivity in Jordanian businesses, SABEQ's five components all support the common objective of building up the private sector—Jordan's companies, innovators and entrepreneurs—as a powerful engine of economic growth. One of those five key components is entitled Removal of Government Constraints on Private Sector Competitiveness.

The objective of this component is to dramatically reduce public sector constraints on the growth, innovation, and productivity of the private sector in Jordan. By working to improve processes, people and mindsets in Government and private sector organizations and by simplifying laws, regulations and instructions that hinder private sector innovation and growth, SABEQ is designed to spark and encourage innovation across Jordan's economy.

The tasks laid out for this component include:

- Improving the regulatory processes within and across the Government agencies responsible for facilitating the establishment and operating businesses in Jordan. The improvements in processes will be supported by initiatives to improve the culture of service in the public sector to institutionalize the reform efforts from the bottom up.
- Engaging representatives from the private sector and civil society in the efforts of reducing Government constraints, mainly through building their capacity to advocate for reform and equipping them with the tools to measure, understand and demonstrate the transaction costs that result from inefficient GOJ constraints and excessive regulation.
- Improving the regulatory environment to eliminate and streamline regulations that limit the growth of the private sector in Jordan, through reducing the complexity and cost of starting and operating a business using innovative tools and implementing international best practices that achieved extraordinary results in other countries similar to Jordan. This will also include engagements with stakeholders to improve the flow of laws and regulations that affect the business sector, as well as institutionalizing an open and public consultation between the Government and the private sector during the decision-making process.

## **FOLDERS REVIEWED**

### **01-PSR STRATEGY**

#### **OVERVIEW**

In October 2004, the Public Sector Reform policy paper titled “Better Government, Delivering Better Results – Public Sector Reform 2004 – 2009” has been approved by the Council of Ministers. The paper describes the Government's commitments towards reforming the public sector in the following areas: policy and decision-making, performance management and service delivery, institutional streamlining, and human and financial resource management. At a later stage, a new document has been produced as volume II of the PSR policy paper. The new document describes the policies and programs which comprise the Public Sector Reform Program (PSRP), and explains how the Program will be managed. Each section of volume II describes each of the main PSRP components, in terms of goal, challenges, current situation, future outcomes, key milestones, and implementation. The final section describes the program management arrangements which are essential for the sound and timely implementation on an ongoing basis. The document accompanies, and should be read in conjunction with the overview of the Public Sector Reform Policy document.

In early 2005, and following the creation of two different ministerial positions to handle the implementation of the PSRP (Minister of State for Government Performance and Minister of State for Public Sector Reform) a need for a new document has emerged with more focus on identifying the responsibility for implementation. A document titled "Public Sector Reform: The Case for Change - Guide to the Public Sector Reform Program 2005 - 2009" has been produced and signed off by the two Ministers. The document describes for each PSRP component its goal, the reasons for change, the objectives and the programs to achieve them, and who is responsible for implementation.

#### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\01-PSR strategy\01-Deliverables\010904 PSRP OVERVIEW
- Jordan PSR knowledge mgt\01-PSR strategy\01-Deliverables\031229 PSR Cabinet Paper v4\_0
- Jordan PSR knowledge mgt\01-PSR strategy\01-Deliverables\071004 PSR programme document vol II V4
- Jordan PSR knowledge mgt\01-PSR strategy\01-Deliverables\141004 PSR programme document Volume I V10 (Final)

- Jordan PSR knowledge mgt\01-PSR strategy\01-Deliverables\PSRP (vol II) The Case for Change V3 22feb05

## **RELATION TO SABEQ'S objectives**

No direct relation to SABEQ's objectives is identified

## **02-NATIONAL AGENDA-GPD**

### **OVERVIEW**

The National Agenda is a long term strategic plan with high-level outcomes that describes where Jordan wants to be in ten years time, in terms of economic, social, and governance aspects. The Agenda also provides a strategic work plan for the government to achieve the high-level outcomes of Jordan. It is deeply embedded in the agenda that all governments should abide to it. The National Agenda has been developed, signed off and launched in late 2005. The Government budget for 2006 included, for the first time, allocations for the Agenda's initiatives and projects.

A Government Performance Unit (GPU) has been established within the Prime Ministry to assist the Council of Ministers to develop the National Agenda, and to monitor and report on its implementation by means of key performance indicators. The Government is supposed to ensure that the policies, programmes and budgets of Ministries and institutions are aligned with and focused on the National Agenda goals.

Currently, it is not clear to what extent the GPU is actually functioning. The Agenda's website doesn't provide sufficient picture on the reporting that should take place on the Agenda's implementation.

### **MAIN RELATED DOCUMENTS**

Jordan PSR knowledge mgt\02-National Agenda-GPD\01-Deliverables\Managing govn performance - Presentation YJ 17jul04

Jordan PSR knowledge mgt\02-National Agenda-GPD\01-Deliverables\040823 Delivering the National Agenda (GPU & PSRU)

Jordan PSR knowledge mgt\02-National Agenda-GPD\01-Deliverables\National Agenda Structure-NASC\_Final\_050217

### **RELATION TO SABEQ'S Objectives**

No direct relation to SABEQ's Objectives business is identified

## **03-MoAD-PSDA-PSRP PMU**

### **OVERVIEW**

The Ministry of Administrative Development (MoAD) [Recently, Public Sector Development Administration (PSDA) and currently, the Ministry of Public Sector Development (MoPSD)] is supposed to be the entity with the mandate of managing and overseeing the PSRP. MoPSD is also responsible for providing the required support to other government institutions, in term of consultancy, capacity building and exposure to best practices. This folder contains some documents and presentations related to MoPSD position and its relationship to the Prime Ministry, and a draft version of its internal policies and procedures. It also includes documents related to the set up of the Inter-Ministerial Committee (IMC) secretariat.

### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\03-MoAD-PSDA-PSRP PMU\01-Deliverables\Public Sector Management - responsibilities - FINAL - 17jan05
- Jordan PSR knowledge mgt\03-MoAD-PSDA-PSRP PMU\01-Deliverables\Internal Policies and Procedures Sept04
- Jordan PSR knowledge mgt\03-MoAD-PSDA-PSRP PMU\01-Deliverables\M&E Unit mandate Oct04
- Jordan PSR knowledge mgt\03-MoAD-PSDA-PSRP PMU\01-Deliverables\IMC Secretariat

### **RELATION TO SABEQ'S Objectives**

No direct relation to SABEQ's objectives is identified

## **04-CIVIL SERVICE HRM RESTRUCTURING - HRPD**

### **OVERVIEW**

Human Resource Management (HRM) is a major component in the wider Public Sector Reform Program. According to the PSR policy paper, The Government will update human resources policies and procedures, in line with good modern HR practice, and enshrine these in a new Civil Service By-Law and a Human Resources Management Handbook. Also, the Government will ensure that the public service has the right number of people, with the right skills, in the right jobs by:

- Developing and introducing an improved, affordable pay and grading structure which creates incentives for good performance;
- Developing professional HR management capacity within Ministries and Government institutions, and progressively delegating authority and responsibility for HR management to them;
- Overhauling training and development, including establishment of a Top Management Development Program (TMDP), and reforming the National Institute for Training.

A new draft Civil Service By-Law has been produced, in cooperation with the Civil Service Bureau. In addition, a proposal for the establishment of an independent oversight body has been developed.

### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\CSbylaw revision comments\_4Feb04
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\HRM&D POLICIES\_25Apr05
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\HRpolicies\_IMCfinal\_2Aug04
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\Implementation of HRM policies\_rev\_29Sep04
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\Independent Oversight Body\_1Apr05



- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\Perfmgmt handbook draft\_21Mar05
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\Ranking system proposal\_25Apr05
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\Retirement age brief\_revised15Dec04
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\Revised CSby-law\_v2.3\_21Feb05
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\Temp Teacher Recruitment Evaluation Report\_9May05
- Jordan PSR knowledge mgt\04-Civil Service HRM restructuring - HRPD\01-Deliverables\Temp teacher recruitment handbook\_17Dec04

## **RELATION TO SABEQ'S Objectives**

No direct relation to SABEQ's objectives is identified

## 05-COUNCIL OF MINISTERS RESTRUCTURING

### OVERVIEW

The Council of Ministers' restructuring is part of the process to enhance the policy and decision making within the Government. The basic assumption behind this component is that the Prime Minister and the Cabinet will not be able to focus on policy issues unless the number of administrative decisions referred thereto is reduced, and the role of ministries in policy making is enhanced.

The work on reducing the burden on the Cabinet entailed the following:

- Reducing the volume of administrative resolutions: reviewing the legal powers endowed to the Cabinet and the possibility to authorize other parties. Also, the reviewing was about deciding the setting that requires the Prime Minister and the Cabinet to make administrative decisions.
- Adding up other central tasks to the Cabinet: these include setting the national strategies and objectives as well as following up delivery. Also, developing policies of the human resources and their structures
- Restructuring the Government by reviewing the status of other institutions involved in policy making, and working with other ministries to enhance their capacity to set policies.

The work also included the development of a Council of Ministers guidelines, handbook, and job descriptions for the positions at the Cabinet Secretariat.

### MAIN RELATED DOCUMENTS

- Jordan PSR knowledge mgt\05-Council of Ministers restructuring\01- Deliverables\AL JIDARA DOCS\CoM Guidelines
- Jordan PSR knowledge mgt\05-Council of Ministers restructuring\01- Deliverables\AL JIDARA DOCS\Job descriptions
- Jordan PSR knowledge mgt\05-Council of Ministers restructuring\01- Deliverables\AL JIDARA DOCS\CoM Handbook-Ar 20-06-05
- Jordan PSR knowledge mgt\05-Council of Ministers restructuring\01- Deliverables\040526 Legislative burden on PM & CoM

## **RELATION TO SABEQ'S Objectives**

No direct relation to SABEQ's objectives is identified

## **06-PRIME MINISTRY RESTRUCTURING**

### **OVERVIEW**

The Prime Ministry's restructuring is part of the process to enhance the policy and decision making within the Government. Part of this process is to enhance the efficiency of the centre of the Government through creating a structure that will enable the central Government to play its role in supporting the Prime Minister and the Council of Ministers to carry out functions which cannot be undertaken by line Ministries with regards to Government-wide policies and strategies, and Government-wide functions and services.

The Prime Ministry's structure suffered from few main problems; it had too many units with sixteen management units reporting directly to the Secretary General, coupled with unclear management reporting lines. It also lacked the focus on core functions. The proposed restructuring suggested a new structure with six management units reporting to three different positions; the Minister for Cabinet Affairs & Government Performance, Minister for Public Sector Reform, and the Secretary General. The new structure also differentiated between the role of the Prime Minister as a Head of the Government, and his role as a Chairman of the Council of Ministers; the first is supported by a Prime Minister's Office with four units, and the latter is supported by the Cabinet Secretariat.

The consultancy provided to the Prime Ministry in this regard included, in addition to the proposed structure, the analysis and development of job descriptions, the analysis and provision of simplified internal processes and procedures, and the development of a draft procedures guidelines.

### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\06-Prime Ministry restructuring\01-Deliverables\040607 Presentation to HMK
- Jordan PSR knowledge mgt\06-Prime Ministry restructuring\02-Working docs\AL JIDARA DOCS
- Jordan PSR knowledge mgt\06-Prime Ministry restructuring\02-Working docs\PMO JOB DESCRIPTIONS

**RELATION TO SABEQ'S Objectives**

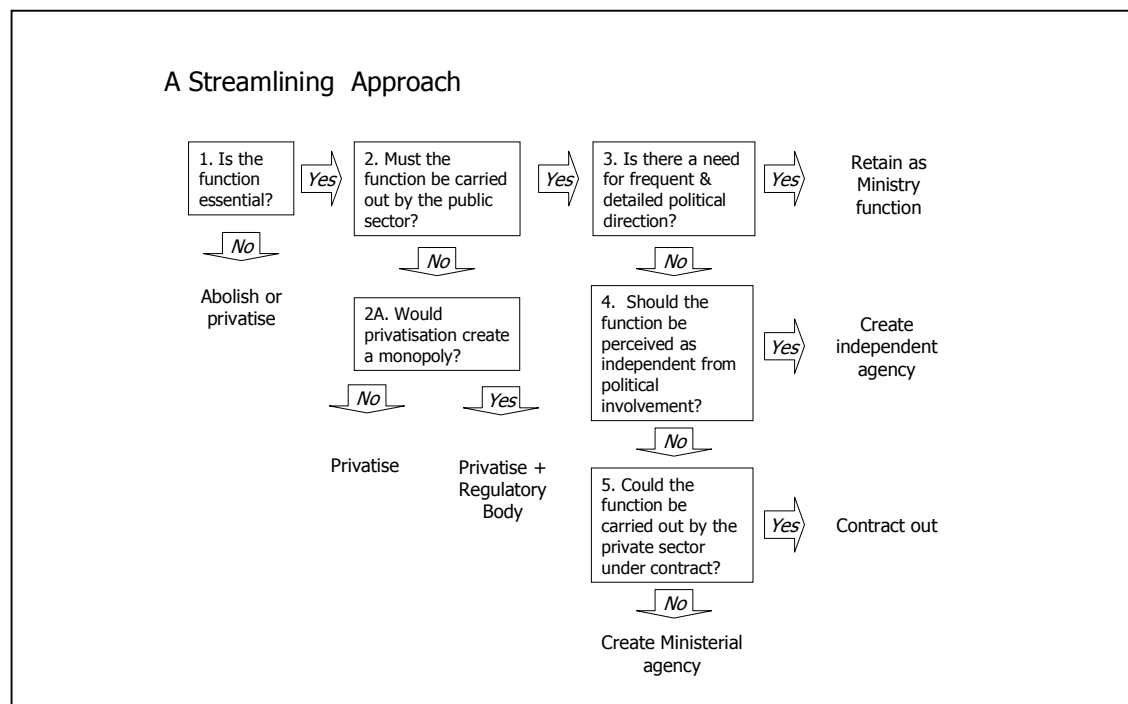
No direct relation to SABEQ's objectives is identified

## 07- INSTITUTIONAL STREAMLINING-RESTRUCTURING

### OVERVIEW

The institutional streamlining component is a major component of the wider public sector reform program. The rationale behind the streamlining is that the Government's institutional structure is too big and too complex and, almost certainly, too costly. The plan is to undertake and implement a phased program of functional reviews over five years to develop a smaller and simpler institutional structure which: is focused on core functions; eliminates overlaps and duplications; improves coordination; and reduces administrative costs.

One of the proposed approaches for streamlining the Government structure is illustrated in the figure below:



In addition, a process to develop a database on the various Governmental institutions has been initiated to support the institutional streamlining process, and the overall PSRP implementation. The database provides an accurate picture of the number, status and mandates of all existing institutions, and have the following features:

- Inclusive: covers a wide range of information on the various institutions. These include the following: general overview on the institutions and their mandates, legal framework, organization and human resources, and affiliated institutions.
- Central: the proposal was that the database will be developed and managed centrally at the MoPSD and to be the official reference on any information on the Government institutions. A server was supposed to be installed at the Ministry where information is to be kept, and easily restored.
- Updated: through the existence of counter teams at the various institutions, the database was supposed to be updated on regular basis.
- Reliable: based on official information and data provided and signed off by the institutions.
- Expandable: able to be expanded to acquire newly established institutions, and any other changes.

## **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\07-Institutional streamlining-restructuring\Streamlining-restructuring\01-Deliverables\Streamlining template V1 25jun05
- Jordan PSR knowledge mgt\07-Institutional streamlining-restructuring\Streamlining-restructuring\01-Deliverables\070505 Streamlining - Minister's Presentation
- Jordan PSR knowledge mgt\07-Institutional streamlining-restructuring\Streamlining-restructuring\01-Deliverables\031112 IBLAW paper on Agencies
- Jordan PSR knowledge mgt\07-Institutional streamlining-restructuring\Streamlining-restructuring\01-Deliverables\040401 IBLAW Government Institutions Report
- Jordan PSR knowledge mgt\07-Institutional streamlining-restructuring\Streamlining-restructuring\01-Deliverables\040505 Streamlining CoM paper V1
- Jordan PSR knowledge mgt\07-Institutional streamlining-restructuring\Streamlining-restructuring\01-Deliverables\Streamlining next steps DG 25jun05
- Jordan PSR knowledge mgt\07-Institutional streamlining-restructuring\GoJ database\01-Deliverables\040422 GOJ M2(1).1 Summary Table IBLAW
- Jordan PSR knowledge mgt\07-Institutional streamlining-restructuring\Government of Jordan Database presentation2 Mar05

## **RELATION TO SABEQ'S Objectives**

The Government streamlining component is related to SABEQ's business; the streamlining process will lead to more efficient Government machinery that provides services to citizens and businesses smoothly, with higher quality and lower cost. This will certainly lead to the removal of some constraints on the businesses.

## **HOW CAN SABEQ SUPPORT THE STREAMLINING DEVELOPMENT AND IMPLEMENTATION?**

Support updating and operating the GoJ database: The streamlining process is a huge process that will not reap its benefits on the short term. SABEQ as a five-year program, while looking forward to a sustainable long term impact, it may need to achieve quick wins and materialize results on the ground, which will help showing successful models and lead to a change of mindset within the Government. Such models might not be achievable within the Streamlining component, which entails, in addition to the technical and time related challenges, lots of political challenges as well.

However, the database is of high importance to the implementation of the wider PSRP, and in specific to the SDIS, which will accordingly lead to enhancing the service delivery at the Government institutions and decrease Government constraints on investments.

SABEQ can work with the MoPSD to reinitiate the development of the database, and support its setup and implementation. This can be through hiring a small team of consultants to work with current MoPSD staff to collect data from the institutions. On a later stage, SABEQ can support the proper setup of the database in MoPSD and the development of an interactive website to enable direct and controlled update of the information by the counterparts, and to enable interested parties (individuals and institutions) to extract data and related reports.

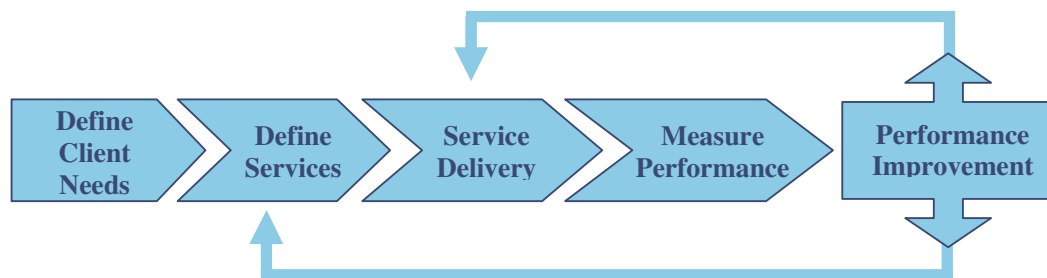
## 08- SERVICE DELIVERY IMPROVEMENT SYSTEM (SDIS)

### OVERVIEW

Service delivery improvement system (SDIS) is component number three of the PSRP. According to the PSRP strategy document, all ministries and institutions should be responsible for setting service delivery standards, monitoring performance against these standards and striving to improve their performance. MoPSD is mandated to support ministries and other Government institutions in implementing these reforms by designing and rolling out a service delivery improvement system.

SDIS is at the heart of efforts to develop more efficient and effective public services in Jordan. It is a process of continuous improvement, based on the recognition that the only reason for delivering a service is to satisfy the legitimate clients' needs

SDIS is built on the following five stage process of continuous improvement:



### MAIN RELATED DOCUMENTS

- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\SDIS briefing pack v1 1Feb05\ 01-PSRP English Vol I FINAL Oct04
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\SDIS Toolkit v5 20Jun05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\SDIS Toolkit Training guidance 28Mar05)
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\Readiness Assessment Scoring Sheet v1 10Jun05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\SDIS briefing pack v1 1Feb05\ 06-SDIS workplan v2.4 30Jan05.mpp



- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\WB PHRD grant ToRs certification v2 18May05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\NIT delivery of SDIS training v1 20Jun05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\NIT sessions from 1 to 5.2)
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\WB PHRD grant ToRs Client Voice v2 29Apr05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\SDIS Knowledge Management Strategy v1.0 31Mar05

## **RELATION TO SABEQ'S Objectives**

SDIS aims at enhancing the effectiveness and efficiency of Government institutions, and leads to better service delivery. Better service delivery will certainly contribute to the removal of Government constraints on the private sector. Supporting the SDIS implementation and cascading it throughout the Government, is of high importance to SABEQ's main objectives.

## **HOW CAN SABEQ SUPPORT THE SDIS DEPLOYMENT?**

1. Review and publish the SDIS toolkit: During the year 2005, PWC consultants developed a package of management tools that can be used in each one of SDIS components. These tools were supposed to be used during the process of deploying the SDIS in the Ministries and governmental institutions. A process of testing the toolkit, or some of its tools, has started at the National Institute for Training (NIT). Also, a pilot initiative to implement the SDIS at the Customs Department commenced in 2005. Apart from this initiative, it is not clear to what extent the MoPSD was able to initiate other pilot projects within the Government, and whether it succeeded in achieving results.

In this context, SABEQ can work with the MoPSD through its consultants to: a. review the toolkit and assess its ability to be implemented in Government institutions and, b. publish the toolkit in the form of a guidebook to be disseminated to the various Ministries and institutions. The publishing of the guidebook can also be through posting it on the MoPSD website and other websites.

Reference documents and paths:

- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\ SDIS Toolkit v5 20Jun05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\ SDIS Toolkit Training guidance 28Mar05)

2. Test the SDIS and its toolkit through implementation at pilot projects: Since it was developed in the year 2005, the SDIS toolkit has not been implemented or tested significantly. SABEQ can support the MoPSD in testing and implementing the SDIS toolkit at three pilot Government institutions; a Ministry, an Official Autonomous Public Institution (API), and a Semi-official API. SABEQ can identify its pilots out of the institutions that it already started working with (One institution that can be a pilot for implementing the toolkit is the Enforcement Department at the Ministry of Justice). Pilots can also be selected out of the Government institutions' database that has been developed at the MoPSD during the year 2005. Although the database has not been updated since it was initially developed, yet it can provide a basis to select the pilot institutions based on their nature as well as the services they offer to citizens and investors.

In June 2005, the SDIS team at the MoPSD developed an approach to identify the pilot institutions based on their readiness to change. The approach defines readiness according to several four main criteria:

- a) Institution's experience in service delivery improvement: which includes the following criteria: Institution's ability to specifically identify its services, Institution's ability to identify its customers, extent of institution's interaction with its customers, availability of a complaints system, availability of service standards, ability to measure services provided, availability of previous service delivery improvement projects, availability of planned service delivery improvement projects, institution's recognition of the importance of improvement to the institution, timeframe to start working on a future improvement initiative, top management commitment, and institution's ability and commitment to identify and designate SDIS a taskforce.
- b) Infrastructure readiness: which includes the following criteria: availability of a proper space for service provision, availability of a proper space and facilities for customers' waiting, availability of queuing system, availability of parking lots, properness of institution's building for service delivery, availability of information and customers' service office.

- c) Processes and procedures' readiness: track of service delivery, number of stations to deliver the service, institution's initiatives to simplify procedures, connectivity to other institutions, One stop shop
- d) Technical readiness: availability of PCs and computers, availability of internal network LAN, availability of WAN, availability of databases, HR ability to deal with the PCs.

Based on the methodology above, the SDIS team has identified a number of Government institutions that are ready to act as pilots for SDIS implementation<sup>1</sup>. The top six institutions are as follows: Public Security Department-Vehicle Licensing, Development and Employment Fund, Grater Amman Municipality, Department of Lands and Survey, Income and Sales Tax Department, and Civil Status and Passports Department. The above mentioned institutions have been evaluated based on the team members' personal perceptions of the institutions. SABEQ can use the same methodology to come up with an updated list.

#### Reference documents and paths:

- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\Readiness Assessment Scoring Sheet v1 10Jun05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\ SDIS briefing pack v1 1Feb05\ 06-SDIS workplan v2.4 30Jan05.mpp

3. Support developing local consultants to support the implementation of SDIS: SDIS is a system that consists of interrelated components. For the SDIS to be applied within the Government institutions, reliance should be built on local expertise that should be capable in executing the whole system in an integrated approach. SDIS is a new system that has not been implemented in Jordan before. Although some of its tools are already known by local consultants, yet, it is believed that implementing the SDIS as an integrated system needs qualifying local consultants who didn't experience such system before. Developing a pool of local consultants might be a cornerstone in the success of the system. One method that can contribute to development of local consultants in this field is the launch of a certification in service delivery improvement methodologies. The SDIS team had worked on the initiative during 2005 and prepared a draft TOR to be financed through the PHRD grant administered by the World Bank. The draft TOR is available and can be a starting point to proceed with the idea.

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<sup>1</sup> The readiness assessment methodologies has been applied to the following institutions: Public Security Department (Vehicle Licensing, Judicial Enforcement and Traffic), Development and Employment Fund, Grater Amman Municipality, Department of Lands and Survey, Income and Sales Tax Department, Civil Status and Passports, Public Transportation Regulatory Commission, Housing and Urban Development Commission, Jordan Institution for Standards and Metrology, Enforcement Department, National Aid Fund, Free-Zone Corporation, Ministry of Education, and Jordan Investment Board.

An effort has also been put in order to qualify the National Institute for Training trainers to deliver training in SDIS and to provide relevant consultancy to the Government institutions. Training sessions for trainers have been conducted by the SDIS team to selected number of NIT trainers in SDIS concept, methodologies and tools. It is recommended that any future plans to qualify local consultant in this field should also take into consideration the NIT trainers and consultants as part of the potential pool of local consultants in SDIS.

Reference documents and paths:

- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\WB PHRD grant ToRs certification v2 18May05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\NIT delivery of SDIS training v1 20Jun05
- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\NIT sessions from 1 to 5.2)

4. Support SDIS rollout all over Government: Once the SDIS is tested, results are documented and lessons are reflected on the design and implementation of the system, both SABEQ and the MoPSD can start the rollout phase in other institutions, in specific, those with direct relationship to businesses. It is important that the rollout phase be well planned and implemented on gradual basis. Partnership with the Governmental institutions is so crucial at this point. SDIS is not only an improvement system; it is a change system that requires opened channels of positive two-way communication with the institutions which gives them the lead seat in the change process. The rollout phase has to be well structured and focused, where it could start with the ministries, and for a number of services provided only, before it can be applied to other services and cascaded down to other institutions. The following phase could entail working with the ministries to apply the system on more services, as well as, start the process of cascading the implementation to official and semi-official APIs.

It is important that the SDIS leadership be given to the institutions themselves: The role of MoPSD is to be recognized as a custodian.

*SDIS is not only a service delivery improvement process; it is a change process that requires applying lots of change management concepts and practices to ensure the achievement of the desired outcomes of the system. One of the main change factors that need to be assured is the link established between the SDIS and the institutions' strategies and the overall performance management process. Moreover, SDIS can be also linked to the King Abdulla II Award for Government excellence. Such link will help enhance the accountability of the process and drive the system's implementation forward*

5. Support Government institutions in implementing initiatives to improve service delivery:  
Based on the measurement of the service delivery against preset service standards, institutions are required to identify the gaps and to develop initiatives that would bridge these gaps and improve the service provision. While some of these initiatives would entail only a slight shift of the management process and practices, it is expected that other initiatives would certainly require considerable amounts of investments. These investments would range from providing a number of consultancy days to the procurement of hardware and software, through the provision of certain types of training and capacity building activities. In this area, it is believed that the role of SABEQ would be crucial in contributing to the investments required in service delivery improvement, an area in which change would be clearly visible.
6. Support the design and piloting of a central 'Client Voice' system: A 'Client Voice' system is a cornerstone in any SDIS system. It ensures the proper identification of the client's needs and expectations, as well the non-biased measurement of their level of satisfaction on the services provided. Although the institutions should take the lead in measuring their performance, yet the existence of an independent body that measures the client satisfaction is crucial in ensuring transparency and accountability in the process. A client voice system is among other tools that ensure holding the institutions accountable to their constituencies. In 2005, the SDIS team has developed a draft TOR for the establishment of a client voice system to be funded by the World Bank administered PHRD grant. This ToR can be a starting point for SABEQ to work on developing the system.

Reference documents and paths:

- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\WB PHRD grant ToRs Client Voice v2 29Apr05

7. Support developing and implementing SDIS knowledge management strategy: SDIS is a long-term process with a lot of lessons to be learned out of it. In order for the learning to be deployed effectively during the process, a knowledge management system has to be developed and implemented. The knowledge management system is also crucial in supporting other Governmental institutions with the proper knowledge in the fields of setting standards and measuring and improving service delivery performance, through initiating improvement projects.

Reference documents and paths:

- Jordan PSR knowledge mgt\08-Service Delivery Improvement System\01-Deliverables\SDIS Knowledge Management Strategy v1.0 31Mar05

## **09- CHALLENGE FUND**

### **OVERVIEW**

The Challenge Fund program has been initiated as an important component within the wider Public Sector Reform Program, to act as a key financial resource mechanism to individual ministries, departments and other Government agencies for implementing specific initiatives related to public sector reform. The fund is supposed to provide organizations with the means to improve their performance on competitive basis.

The Fund's support is directed to address needs of those organizations where independent interventions can make an appreciable and measurable improvement in public service in the short term. As such, the Fund stimulates reform activity at an institutional level, whilst also recognizing that longer-term, more widely reaching systemic reform is already under way within Government. The Fund is supposed to provide financial support for technical assistance for planning, implementation and evaluation of reform and innovative projects (including training where required). In addition, it allocates limited financial support for the procurement of items required to support implementation – on a cost-sharing basis with the organization.

### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\09-Challenge Fund\01-Deliverables\Challenge Fund - Concept Paper v02 6jun04
- Jordan PSR knowledge mgt\09-Challenge Fund\01-Deliverables\CHALLENGE FUND application guidance FINAL 22 jun04
- Jordan PSR knowledge mgt\09-Challenge Fund\01-Deliverables\CHALLENGE FUND application info FINAL 22 jun04
- Jordan PSR knowledge mgt\09-Challenge Fund\01-Deliverables\Operations Manual - draft - v04 8jul04

## **RELATION TO SABEQ'S Objectives**

Challenge Fund is an important tool that helps the institutions develop and implement service delivery improvement initiatives, through the provision of funds on competitive basis.

## **HOW CAN SABEQ SUPPORT THE CHALLENGE FUND?**

Provision of financial resources: The challenge fund is a well established entity; its internal systems are developed, and the Fund made noticeable progress during the past couple of years. SABEQ can support the Fund through providing financial resources for it to be able to finance specific types of initiatives that improve service delivery and contribute to the removal of Government constraints on the private sector.

## **10- NATIONAL INSTITUTE FOR TRAINING (NIT)**

### **OVERVIEW**

The Public Sector Reform Strategic Program Plan (SPP) which provides Ministers with a clear view of the strategic goals and objectives in each Public Sector Reform Program (PSRP) component includes a line that specifically refers to National Institute for Training (NIT) and its role in capacity building, and to significantly upgrade managerial and administrative capacity within the public service. NIT is also involved in other components of the SPP.

Efforts have been made with regards to the NIT on four different dimensions; developing NIT's draft corporate plan, aligning NIT's activities along with the public sector reform program, especially with the SDIS component, developing and conducting a Top Management Development Program (TMDP), twinning with an external training organization, and Human Resource Management (Appraisal & Recruitment).

### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\10-National Institute for Training\01-Deliverables\Capacity Assessment of NIT at 17Feb05
- Jordan PSR knowledge mgt\10-National Institute for Training\01-Deliverables\0-Handover Report NIT 01Jun05
- Jordan PSR knowledge mgt\10-National Institute for Training\01-Deliverables\Corporate Plan - Draft 9May04
- Jordan PSR knowledge mgt\10-National Institute for Training\01-Deliverables\SDIS INTRODUCING SDIS IN NIT 17Jan04
- Jordan PSR knowledge mgt\10-National Institute for Training\01-Deliverables\Twinning Proposal by NIT TRANSLATION v2 9May04
- Jordan PSR knowledge mgt\10-National Institute for Training\01-Deliverables\TMDP-NIT strategy DRAFT jul04 Eng



## **RELATION TO SABEQ'S Objectives**

The availability of a pool of qualified local consultants is a cornerstone in the success of the implementation of the SDIS. Rolling out the SDIS implementation would entail the working with hundreds of Government institutions over a number of years. Unless there are a significant number of qualified local consultants who are able to back the implementation process, it is believed the rollout phase would face practical challenges that might hinder its effectiveness.

## **HOW CAN SABEQ SUPPORT THE NIT?**

It is recommended that SABEQ works with the NIT to re-identify a team of trainers specialized in SDIS, and support them in conducting Training-of-Trainers programs. Then work with the identified team to provide SDIS training to other government institutions that are chosen for the implementation phase.

## **11- TOP MANAGEMENT DEVELOPMENT PROGRAM (TMDP)**

### **OVERVIEW**

In November 2004, the Government of Jordan launched the Top Management Development Program (TMDP) as part of the Public Sector Reform Program. The TMDP's mission was to provide the Government of Jordan's top management with additional knowledge, tools and support to tackle the challenges arising from institutional change and sustainable reform. The TMDP achieves its mission through three types of training tools, these are: Ministerial Seminars, Top Management Teams Retreats, and Executive Workshops for senior leaders.

The first phase of TMDP included three Ministerial Seminars, each lasting 2-3 hours on such topics as, leadership in the policy making process, citizen-centered service delivery and 'e' Government, and joined-up policy making. It also included two ministry retreats for top management teams, each lasting 1.5 days for the ministries of education, and public sector development. In addition, a number of executive workshops have been conducted for senior leaders on the following topics: The challenges of policy making, leadership, institutional performance management, and budgeting, leadership and communication, global perspectives on citizen –centered service delivery, and HR management strategies that drive the PSR process.

### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\11-Top Management Development Programme\01-Deliverables\Launch TMDP HL presentation 27nov04-ENGLISH
- Jordan PSR knowledge mgt\11-Top Management Development Programme\01-Deliverables\Launch TMDP Master Slides - David Spencer 25 Nov 2004
- Jordan PSR knowledge mgt\11-Top Management Development Programme\02-Working docs\TMDP Design & Core Curricula CMPS For External Use
- Jordan PSR knowledge mgt\11-Top Management Development Programme\02-Working docs\TMDP Design Core Curricula MoAD Brief 21Sep2004

### **RELATION TO SABEQ'S Objectives**

No direct relation to SABEQ's objectives is identified

## **12-15 MINISTRY OF EDUCATION (GENERAL, POLICY & BUDGETING, AND DECENTRALIZATION)**

### **OVERVIEW**

The purpose of the Ministry of Education (MoE) project is two folds; to use the MoE as a case study for the development of the wider public sector reform program, and to develop management arrangements within the MoE to improve its delivery of the strategic objectives of the education system.

The work with the ministry was divided into three projects:

- Project A: Establishing a strategic direction in terms of policy, planning and budgeting, for the purpose of developing an approach to planning that is more focused on programs and on the implementation of policies. The project's outputs included a 10 year draft strategy for education, terms of reference for the establishment of a Policy and Performance Unit (PPU) at the ministry, identification of the major decisions to be taken by the ministry's management each year, a policy formulation template, budget and planning systems, and a new proposed budget structure and implementation procedures.
- Project B: Developing management reforms, in terms of setting a general approach to decentralization. The project's purpose is to design an approach to decentralization that is suitable for Jordan which takes into account the capacity of the Jordanian system.
- Project C: Implementing management reforms through developing a more specific approach to decentralization of the management and use of teachers, for the purpose of designing an approach that would enable schools and their Principals to have a greater influence over the cadre of teachers that would be working within the school

The outputs of the projects B and C were on both management/financial and professional/technical aspects. On the first aspect, several documents and reports have been developed including a school handbook for the local management of schools pilots, job descriptions for school admin positions, revised processes to recruit and appraise principals, a draft local management of schools decision paper, a proposed whole school audit, and a school development plan. In the professional/technical aspect, documents and reports produced included appraisal handbook, proposal for teacher ranking system, proposal for teacher assessment and school planning, and an evaluation framework for the recruitment pilot. All projects' outputs have been handed over to the MoE early 2005.

### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\12-MoE general\01-Deliverables\IMCPresentation 29-07-04

- Jordan PSR knowledge mgt\13-MoE policy & budgeting\01-Deliverables\Jordan - National Education Strategy 01-03-05
- Jordan PSR knowledge mgt\13-MoE policy & budgeting\01-Deliverables\Jordan - PPU terms of ref 01-06-05
- Jordan PSR knowledge mgt\13-MoE policy & budgeting\01-Deliverables\Jordan MoE - Major decisions 01-06-05
- Jordan PSR knowledge mgt\13-MoE policy & budgeting\01-Deliverables\Policy template 04-06-05
- Jordan PSR knowledge mgt\13-MoE policy & budgeting\01-Deliverables\Report budget and planning 02-06-05
- Jordan PSR knowledge mgt\13-MoE policy & budgeting\01-Deliverables\Report on changing the accounting system 02-06-05
- Jordan PSR knowledge mgt\14-MoE decentralisation - management & finance\01-Deliverables\Handbook for the LMS pilot - EN 01-06-05
- Jordan PSR knowledge mgt\14-MoE decentralisation - management & finance\01-Deliverables\Local management of schools decision paper - EN 30-03-05
- Jordan PSR knowledge mgt\14-MoE decentralisation - management & finance\01-Deliverables\Proposed whole School Audit 01-12-04
- Jordan PSR knowledge mgt\14-MoE decentralisation - management & finance\01-Deliverables\Revised draft process to recruit Principals 07-02-05
- Jordan PSR knowledge mgt\14-MoE decentralisation - management & finance\01-Deliverables\Revised processes to appraise Principals 03-03-05
- Jordan PSR knowledge mgt\14-MoE decentralisation - management & finance\01-Deliverables\School development plan templates A&B 12-10-04
- Jordan PSR knowledge mgt\14-MoE decentralisation - management & finance\01-Deliverables\Job descriptions (Principal, Asst. Principal, and subject coordinator) 03-11-04
- Jordan PSR knowledge mgt\15-MoE decentralisation - professional & technical\01-Deliverables\Appraisal handbook (schools version) 01-06-05
- Jordan PSR knowledge mgt\15-MoE decentralisation - professional & technical\01-Deliverables\Evaluation framework for the recruitment pilot 06-03-05
- Jordan PSR knowledge mgt\15-MoE decentralisation - professional & technical\01-Deliverables\Ranking system proposal 29-05-05
- Jordan PSR knowledge mgt\15-MoE decentralisation - professional & technical\01-Deliverables\Teacher assessment and school planning proposal 29-05-05

## RELATION TO SABEQ'S Objectives

No direct relation to SABEQ's Objectives is identified

## 16- MINISTRY OF FINANCE TECHNICAL ASSISTANCE (BUDGET CLASSIFICATION AND CAPITAL EXPENDITURE)

### OVERVIEW

The consultancy provided to the Ministry of Finance (MoF) as part of the general public sector reform program falls in two areas; budget classification and capital expenditure. In the area of budget classification, the purpose of the project was three folds;

- to contribute to the work of the MOF and the General Budget Department (GBD) in budget classification reform to avoid duplication, facilitate consistency in reform and enable timely implementation of result-oriented program budgeting;
- to design Chart of Accounts and identify the required revisions to the accounting procedures, accounting and budgeting support systems to allow for effective use of new classification codes for revenues, expenditures, assets and liabilities in budget preparation and financial reporting; and
- to design sequenced implementation plan for rolling out the recommended changes.

Accordingly, a study titled "Modernizing the Central Government of Jordan's Budget" has been produced and presented to the MoF stakeholders, mainly to the GBD and the Accounts Department.

Another consulting work has been provided to the MoF in the field capital expenditure. The main objective of the project is to design the needed forms, records, procedures to get capital expenditure data and complete information needed from ministries and departments. The project then aims to create an overview of completed, on-going, pipeline projects, especially treasury funded for all spending agencies. As a result, a study titled "Classification Structure Capital Expenditure Information" has been produced and handed over to the MoF.

### MAIN RELATED DOCUMENTS

- Jordan PSR knowledge mgt\16-MoF technical assistance\Budget classification\01-Deliverables\Draft to final report\Interim changes 09May05
- Jordan PSR knowledge mgt\16-MoF technical assistance\Capital expenditure\01-Deliverables\1. Final report (11Apr05)\Capex Final Report 12Apr05

## **RELATION TO SABEQ'S Objectives**

No direct relation to SABEQ's objectives is identified

## **17- COMMUNICATION, MEDIA, PR**

### **OVERVIEW**

This folder contains the proposed communication strategy attached to the public sector reform program. Few consultancies have been provided by an international consultant. The strategy provides a framework of guidance for communicators during the PSRP implementation. The goal of the strategy is to support the Program, ensuring that its purpose and the progress it makes are communicated effectively to all interested audiences

### **MAIN RELATED DOCUMENTS**

- Jordan PSR knowledge mgt\17-Communications, Media, PR\01-Deliverables\PSRP Communication Strategy 30nov04
- Jordan PSR knowledge mgt\17-Communications, Media, PR\01-Deliverables\ PSRP Communication Strategy 14oct04-ARABIC

### **RELATION TO SABEQ'S Objectives**

No direct relation to SABEQ's objectives is identified

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