**Part I**

**Jordan Government Excellence Model**

**Fifth Generation**

**Introduction**

Since it has been instructed by His Majesty King Abdullah II to establish King Abdullah II Center for Excellence (KACE), its first mission was to provide a guidance reference and standard principles for measuring the extent of progress and development of the governmental entities, authorities and formal and informal corporations’ performances, and furthering the positive competition between them. In light of the qualitative development of the best administrative performances and the maturity of the administrative mindset and work philosophy over the past few decades, it has become necessary to review the model and criteria currently used in the assessment process in order to make a quantum leap in the governmental entities’ performances and outcomes so as standards are more likely to be practically applied and simulate their actual situations.

King Abdullah II Award for Excellence in Government Performance and Transparency was established in 2002. Since then, the assessment criteria saw four key modifications. The first round was launched in 2002 based on a model that takes on four primary criteria: leadership, resource management, operation management and outcomes. In the third round, the Award criteria saw a second modification where a primary criterion was added in relation to knowledge. The sixth round of the Award saw a third modification with an addition of another primary criterion in relation to outcomes. The fourth modification related to the Award criteria arrived in the seventh round when KACE adopted the European Foundation for Quality Management Model (EFQM-2013) with some modifications in order for the Model to comply with the government work environment in Jordan.

The fifth modification to the excellence model and criteria is among the due things through which KACE seeks to establish the culture of excellence in Jordan and the Region by working on developing the excellence frameworks and assessment criteria based on the best international practices. KACE worked on developing a new model for excellence and criteria on which it depends in light of raising the excellence maturity level within the governmental corporations and changing the needs and expectations of Jordanian people, and in light of the necessity to consider the public sector’s characteristics to make a bigger influence on the public sector’s organizations. The model’s new design is based on a comparison with the global models and best practices in assessing the public sector’s organizations.

The purpose of launching a new model for Jordan Government excellence, known as the “Fifth Generation Model” is to enable the governmental entities to meet people’s requirements and needs for receiving governmental services at a higher quality level than the current one and in accordance with the best practices since the model provides a new way of thinking based on proficiency and efficiency principles and concepts of planning, implementing and modernizing the government’s work. The model is also based on the modern concepts of the government’s works including concentration on transformation into the implementation of the national orientations, sectoral role, change management, innovation and integration into the government’s work, which are tested and applied; they proved to be efficient in achieving excellent outcomes in a number of advanced countries in this field. The new excellence model further provides a new road map for the governmental organizations that seek to reach better performance levels in their journey to excellence and pioneering.

The new excellence model secures an added value for the governmental entities that applies the model such as the easy and clear criteria, consideration of difference and privacy in the governmental entities’ work nature, concentration on the extent to which the governmental entities’ national and sectoral goals are achieved, and the use of a new assessment method focusing on the main mission outcomes. The model further ensures the interconnections are clear and understanding is simplified in relation to the nature of relationship between the inputs and outputs as well as the associated outcomes, so the application is made easier for the governmental entities and their efforts for future government concept.

The model is designed to ensure a direct connection between the related inputs, outputs and outcomes within the same criterion, so the model contains three main axes: planning, implementation and transformation. Each axe, in turn, contains a number of primary criteria with each criterion divided into two main sections, the first is concerned in capabilities and the other one is relevant to the outcomes of those capabilities. The new model focuses on the furtherance of the integration of the public sector’s organizations; adoption of the three-dimensional planning at various administrative levels (organizational, sectoral and national); identification of the level of participation and responsibility for the national, sectoral and organizational performance to reach high levels of the global competitive indicators; and support of the governments’ approach to achieving competitivity for Jordan. It also takes on an operational part concerning services, operations, projects and concentration on the integration of creativity and innovation concepts into the governmental administration.

The model gained a number of organizational excellence concepts that ensure, if applied, our national organizations will be in a leading position and achieve the best outcomes. Such concepts originate from an insight into the situation of the general administrations of Jordan and their need for a new mark that helps them transforming in line with the best practices and gets along with the public sector management. The Fifth Generation Model is based on the excellence concepts as follows:

**Government Excellence Concepts**

1. **Three-dimensional interconnection and integration:** Jordan Government excellence model focuses on an entity’s adoption of an ambitious vision based on its national, sectoral and organizational role, directing it in all its works and helping it forming and turning its future vision to reality while concentrating on the activation of three-dimensional interconnection in the governmental entity’s planning to achieve the related national visions and the attempt to achieve its goals and indicators to contribute to furtherance of Jordan’s competitivity.
2. **Competitivity furtherance and pioneering realization:** the government excellence model focuses on the realization of long-term results for a government entity that place it in advanced positions, which puts it in a lead in various government fields (G2G, G2B, G2C) and helps furthering Jordan’s competitivity and rank globally.
3. **Inspired and inspiring mutual leadership:** the government excellence model helps strengthening the mutual leadership role at governmental entities by finding leaders who are inspired and can mutually shape the future and realize the sustainable future vision, and, on the other hand, inspiring to be a role model in values and positive attitude with a capability of motivating others and creating an organizational culture that encourages innovation and organizational development.
4. **Government work sustainability:** the government excellence model focuses on reinforcing the foundations of proficiency and efficiency in government work by supporting the creation and development of implemented techniques, practices, operations and systems that realize sustainable results using the best available resources, ensure the change processes are effectively managed and maintain the government work sustainable to meet the needs and expectations of all stakeholders.
5. **Creating a sustainable value for service recipients:** the government excellence model focuses on upgrading the services provided by governmental entities to recipients starting with designing the value (services) based on the recipients’ present and future needs and expectations, involving the recipients and finally assessing and benefiting from the recipients’ experience to develop and improve the provided services.
6. **Enhancing organizational agility and change management:** the government excellence model depends on organizational agility and change management concepts that enhance the building of a governmental entity capable of making the desired change and coming up with visible solutions to deal with future attitudes that may affect them, and enhance the provision of a competitive model that realizes developing performances and guarantees the entities’ agility to confront challenges and seize the opportunities in the ambient environment.
7. **Management by results:** to focus on realizing results and achievements, making connected plans and objectives, reshaping the capabilities in order to serve this orientation, providing an objective reference for regular organizational assessment and concentrating and coordinating efforts among all governmental entities to realize results and achievements at various levels.
8. **Ecosystem concept adoption:** to focus on working within an integral model by understanding the surrounding system affecting the entity and such system’s various external elements and factors affecting its strategic orientation; to carry out the main missions including local policies and global orientations; and to flexibly respond to challenges and opportunities identified in the overall system surrounding a governmental entity’s work environment.

**Jordan Government’s Excellence Model (Fifth Generation)**

KACE developed Jordan Government’s Excellence Model (Fifth Generation) in accordance with a work mechanism based on the fulfilment of national needs and organizational development. KACE depended on the best regional and global practices in cooperation with high profile international experts and specialists in this field in a shared manner with stakeholders. This resulted in setting criteria for assessing governmental entities participating in King Abdullah II Award for Excellence in Government Performance and Transparency and determining the maturity level reached by such entities in their journey to excellence to help them reach even higher levels of pioneering.

The model included three axes – planning, implantation and transformation – and seven criteria: (1) national and sectoral orientations, (2) leadership role, (3) organizational strategy, (4) government resource management, (5) government tasks, (6) digital transformation and (7) improvement and development, with each one having direct outcomes.

The key factor that distinguishes Jordan Government Excellence Model (Fifth Generation) is the integration of the three-dimensional (organizational, sectoral and national) interconnection and integral institutionalization concept to ensure national competitivity is realized and enhanced, the governmental and qualitative work is institutionalized and emphasized and enhanced criteria concerning modern concepts including knowledge, innovation and change management are included; and to focus on using qualitative capabilities including human resources management, financial management and resource, property and partnership management in government entities’ journey to excellence. The model also considered the main elements of the government tasks to include the government operation and service, digital government and difference and privacy management in the nature of the government entities and to reflect them by distributing the sub-criteria weights based on each entity’s work nature and missions.

******The below figure shows the model followed by a table showing the primary criteria and sub-criteria in details and the score distribution.

**Figure 1: Jordan Government Excellence Model – Fifth Generation**

|  |  |  |
| --- | --- | --- |
| **Planning Axe** | **Implementation Axe** | **Transformation Axe** |
| 1. **National & sectoral orientations**
 | **50** | **4) Government resources & properties** | **110** | **7) Improvement & development**  | **80** |
| **National orientations** | **25** | **Human resources management**  | **40** | **Knowledge management** | **30** |
| **Sectoral role** | **25** | **Financial management** | **30** | **Innovation management** | **30** |
|  |  | **Resource & property management** | **20** | **Change management** | **20** |
|  |  | **Partnership management** | **20** |  |  |
| 1. **Leadership role**
 | **90** | **5) Government tasks** | **80** |  |  |
| **Organizational culture** | **30** | **Operation management** | **40** |  |  |
| **Communication and stakeholder involvement** | **30** | **Service rating** | **40** |  |  |
| **Government and performance management** | **30** |  |  |  |  |
| 1. **Organizational strategy**
 | **110** | **6) Digital transformation** | **80** |  |  |
| **Strategy and foresight** | **50** | **Digital infrastructure** | **30** |  |  |
| **Operational plans** | **20** | **Digital services** | **50** |  |  |
| **Risk and business continuity management** | **20** |  |  |  |  |
| **Sustainability** | **20** |  |  |  |  |

Table 1: Jordan Government Excellence Model details as per the primary and sub-criteria and score distribution.

Table 2 and Table 3 show the sub-criteria weight distribution based on a governmental entity’s work nature and missions as a result of a change in a weight and a criterion effect as per entity’s work nature.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Entity / criterion | National and sectoral orientations | Leadership role | Institutional strategy | Government resources & properties | Government tasks | Digital transformation | Improvement & development |
| Multi-task entity | Fixed | Variable 0-20% | Variable 0-20% | Variable 0-20% | Variable 0-20% | Variable 0-20% | Fixed |
| Executive (service) entity |
| Monitoring / regulatory entity |
| Policy and plan making entity |

Table 2: Sub-criteria weight distribution based on governmental entities’ work nature and missions

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Leadership role** | **Multi-task entity** | **Executive (service) entity** | **Monitoring / regulatory entity** | **Policy & plan maker entity** |
| * **Organizational culture**
 | 30 | 40 | 30 | 30 |
| * **Communication and stakeholder involvement**
 | 30 | 20 | 30 | 30 |
| * **Governance and performance management**
 | 30 | 30 | 30 | 30 |
| **Total** | **90** | **90** | **90** | **90** |
| **Organizational strategy** | **Multi-task entity** | **Executive (service) entity** | **Monitoring / regulatory entity** | **Policy & plan maker entity** |
| * **Strategy & foresight**
 | 50 | 50 | 60 | 60 |
| * **Operational plans**
 | 20 | 20 | 15 | 15 |
| * **Risk & business continuity management**
 | 20 | 20 | 15 | 15 |
| * **Sustainability**
 | 20 | 20 | 20 | 20 |
| **Total** | **110** | **110** | **110** | **110** |
| **Government resources and property** | **Multi-task entity** | **Executive (service) entity** | **Monitoring / regulatory entity** | **Policy & plan maker entity** |
| * **Human resources management**
 | 40 | 40 | 50 | 50 |
| * **Financial management**
 | 30 | 30 | 40 | 40 |
| * **Resource & property management**
 | 20 | 20 | 15 | 15 |
| * **Partnership management**
 | 20 | 20 | 15 | 15 |
| **Total** | **110** | **110** | **120** | **120** |
| **Government tasks** | **Multi-task entity** | **Executive (service) entity** | **Monitoring / regulatory entity** | **Policy & plan maker entity** |
| * **Operation management**
 | 40 | 30 | 55 | 55 |
| * **Service provision**
 | 40 | 50 | 40 | 40 |
| **Total** | **80** | **80** | **95** | **95** |
| **Digital transformation** | **Multi-task entity** | **Executive (service) entity** | **Monitoring / regulatory entity** | **Policy & plan maker entity** |
| * **Digital infrastructure**
 | 30 | 30 | 25 | 25 |
| * **Digital services**
 | 50 | 50 | 30 | 30 |
| **Total** | **80** | **80** | **55** | **55** |

Table 3: Sub-criteria weight distribution based on governmental entities’ work nature and missions

**CRITERIA**

**AXE 1: PLANNING**

This axe focuses on the extent to which an entity makes a three-dimensional planning at the three levels (national, sectoral and organizational) and the extent to which a leadership team achieves its entity’s goals. The axe also focuses on the entity’s application of a set of relevant systems such as governance, risk and business continuity management, sustainability, performance management, concentration on organizational planning and foresight. This axe consists of three primary criteria: national and sectoral orientations, leadership role and organizational strategy.

**FIRST PRIMARY CRITERION: NATIONAL AND SECTORAL ORIENTATIONS**

This primary criterion focuses on the extent to which an entity plays its role in developing and implementing the national orientations by its contribution to planning at the national and sectoral levels, aligning them at the organizational level. It also focuses on the extent to which an entity follows up its performance and assessment of its outcomes relevant to the national and sectoral (competitive) indicators for improvement. This criterion consists of two sub-criteria, national orientations and sectoral role.

|  |
| --- |
| * 1. **National orientations**
 |
| 1. National orientation capabilities

This criterion focuses on:* Specifying the entity’s role as a primary owner of or contributor to the realization of national visions (political, economic and administrative), assignment letters and national action plan related to the entity.
* The extent of suitability of the governmental entity’s strategic performance indicators, orientations and goals for the national visions (political, economic and administrative), assignment letters and government action plan related to the entity.
* Coordination and effective participation with all entities contributing to the realization of the national strategic performance indicators and the national competitivity indicators in the international reports related to the entity.
 | 1. National orientation outcomes

**b-2: Performance outcomes****Indicators and outcomes related to:*** National strategic indicator outcomes in the national visions related to the entity’s work.
* Goal, initiative, project and program efficiency assessment outcomes according to the national strategic indicators and international competitivity indicators related to the entity’s work.

**b-2: Opinion measurements****Impressions on:*** Impressions of entities contributing to the realization of the national indicators related to the entity’s work.
 |

|  |
| --- |
| * 1. **Sectoral role**
 |
| 1. Sectoral role capabilities

This criterion focuses on:* Specifying the entity’s role as a primary owner of or contributor to the realization of the strategic sectoral performance indicators related to the entity.
* Aligning the governmental entity’s strategic performance indicators, orientations and goals with the strategic goals of the entities operating in the same sector.
* Coordination and effective participation with all entities contributing to the realization of the sectoral strategic performance indicators related to the entity.
 | 1. Sectoral role outcomes

**b-1: Performance outcomes:**Indicators and outcomes related to:* Sectoral strategy indicator outcomes related to the entity.
* Goal, initiative, project and program efficiency assessment outcomes according to the sectoral strategic indicators related to the entity’s work.

**b-2: Opinion measurements****Impressions on:*** Impressions of entities contributing to the realization of the sectoral indicators related to the entity’s work.
 |

**SECOND PRIMARY CRITERION: LEADERSHIP ROLE**

This criterion focuses on the extent to which leaders carry out their leadership tasks to achieve their entity’s goals by recognizing and aligning the national and sectoral orientations at the organizational level. This criterion consists of three sub-criteria: organizational culture, communication and stakeholder involvement, as well as governance and performance management.

|  |
| --- |
| * 1. **Organizational culture**
 |
| 1. Organizational culture capabilities

This criterion focuses on the leadership role in:* Establishing the vision and mission and realizing them by concentrating and aligning the strategic orientations, and determining the priorities of needs with the government’s resources necessary to realize the organizational orientations.
* Setting the organizational values and spreading the excellence culture by expressing the excellence and achievement values; working in a team spirit, equal opportunities and gender fairness; concentrating on the service recipients; and spreading the values and enhancing the employees’ commitment to them.
* Implementation of programs and initiatives to establish the organizational culture among employees and support the employees' positive image.
* Spreading and enhancing the change and innovation management and organizational learning and knowledge management culture.
* Implementation of programs and initiatives to enable and qualify the employees for leadership positions, and building leader models to be role models for employees in commitment to organizational values.
 | 1. Organizational culture outcomes

**b-1 Performance outcomes:**Indicators and outcomes related to:* Leadership performance indicators in the organizational orientation field.
* Organizational culture establishment indicators.
* Level of employees’ compliance with the organizational values.
* Indicators of employees’ qualifying for leadership roles.
* Gender integration level indicators.
* Viable work culture provision indicators.

**b-2: Opinion measurements****Impressions on:*** Leadership role in organizational orientation.
* Establishment of the organizational culture.
* Extent of the entity leaders’ commitment to organizational values.
* Extent of the employees’ commitment to organizational values.
* Level of Leaders’ performance and second-degree employee qualifying.
* Viable work environment provision extent.
 |

|  |
| --- |
| * 1. **Communication and stakeholder involvement**
 |
| 1. Communication and stakeholder involvement capabilities

This criterion focuses on the leadership role in:* Identifying all stakeholders and their needs, and how to fulfill and respond to those needs in the entity’s strategy.
* Creating and activating modern, effective, direct, regular and diversified communication channels with all stakeholders.
* Developing an organizational communication plan and an emergency and crisis communication plan.
* Spreading positivity by developing a plan to promote achievements across the entity.
* Developing channels for stakeholder’s complaints and feedback.
* Using social media platforms at the entity.
 | 1. Communication and stakeholder involvement outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Organizational communication plan indicators.
* Internal and external communication tool indicators.
* Entity’s achievement effective promotion indicators.
* Communication with all stakeholder indicators.
* Entity’s interaction with citizen indicators.
* Social media channel use.

**b-2: Opinion measurements****Impressions on:*** Level of stakeholders’ satisfaction with the entity’s communication and interaction performance.
* Measurement of stakeholders’ opinion on lodged complaints and submitted feedback.
* Internal and external communication efficiency.
* Social media channel use efficiency.
 |

|  |
| --- |
| * 1. **Governance and performance management**
 |
| 1. Governance and performance management capabilities

This criterion focuses on the leadership role in:* Adopting and applying effective and proficient policies and integral systems to apply the governance principles.
* Applying national integrity and transparency criteria in public sector according to the national guidelines in place for governance.
* Compliance with the requirements of the government administrative, and financial monitoring and regulatory departments.
* Using technological systems at the governance of the entity’s procedures.
* Applying the government work code of conduct and the professional ethics criteria.
* Implementing the organizational performance management system and determining the implementation responsibilities and authorities.
* Designing mechanisms and systems for performance data collection, analysis and revision and for reporting to stakeholders on a regular basis.
* Following up the collection of performance indicator data based on which an entity’s performance is measured.
* Using organizational performance management system reports in regular revisions of strategies and indicators.
* Coordinating with the Prime Ministry on the organizational performance observation and sharing the necessary information with stakeholders.
 | 1. Governance and performance management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Outcomes of notes mentioned in the relevant regulatory entities and the efficiency of communication with those entities.
* Governance system application outcomes.
* Outcomes of awareness activities and circulars on governance.
* Ratio of compliance with the work code of conduct and work general ethics.
* Accountability efficiency.
* Organizational performance management system proficiency and efficiency outcomes (accuracy of collection, analysis and revision of performance data and reporting to stakeholders on a regular basis).
* Outcomes of organizational performance management system report usage in development and improvement.
* Level of coordination with the Prime Ministry concerning organizational performance management.
* Outcomes of benefiting from reports on participation in the excellence awards.

**b-2: Opinion measurements****Impressions on:*** Outcomes of transparency, integrity, equal opportunities and fairness concerning gender.
* The extent to which an entity provides and shares the necessary information on the organizational performance (including Prime Ministry).
 |

**THIRD PRIMARY CRITERION: ORGANIZATIONAL STRATEGY**

This criterion focuses on making an organizational strategy that includes specifying strategic goals, programs, projects and indicators across the entity and ensures the stakeholders’ interests are fulfilled together with the related policies, plans and operations. This primary criterion consists of four sub-criteria: strategy, foresight, operational plans, risk and business continuity management and sustainability.

|  |
| --- |
| * 1. **Strategy and foresight**
 |
| 1. Strategy and foresight capabilities

This criterion focuses on:* Aligning the governmental entity’s strategic orientations, goals and performance indicators with the relevant external environment analysis and global orientations.
* Aligning the governmental entity’s strategic orientations, goals and performance indicators with the internal organization capabilities.
* Setting the strategic goals and orientations in line with the entity’s vision and mission.
* Making and reviewing the strategy and its supporting policies.
* Building effective and sustainable partnerships with governmental and nongovernmental entities to achieve the entity’s strategic goals and mutual benefit.
* Coordinating with the strategic partners on setting and achieving the mutual strategic goals.
* The extent to which the entity tries to provide off-budget financial support sources to serve the achievement of its strategic goals.
* Serialization and alignment of strategic goals at all levels within the governmental entity.
* Conversion of the entity’s strategy into operational plans including services, operations, projects and initiatives.
* Using qualitative and quantitative techniques for foresight of fields associated with the entity’s work and integration into the strategic plan.
 | 1. Strategy and foresight outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** The entity’s key performance indicators (KPI) outcomes.
* Strategic goal achievement indicator outcomes.
* Outcomes of agility / responsiveness speed of internal and external variables.
* Foresight-related outcomes.
* Off-budget financial support source provision outcomes.
* Strategic partnership assessment outcomes.

**b-2: Opinion measurements****Impressions on:*** Achievement of strategic goals and orientations.
* Making, reviewing and updating the strategy.
* Coordination with strategic partners.
* Strategic performance indicators.
* Serialization and alignment of strategic goals.
* Foresight-related activities.
* Key partners’ impression outcomes.
 |

|  |
| --- |
| * 1. **Operational plans**
 |
| 1. Operational plan capabilities

This criterion focuses on:* Developing the departments’ operational plans and linking them to the entity’s strategies.
* Financial planning of initiatives / projects / programs in operational plans.
* Conducting benefit or need for cost analysis study with regard to initiatives / projects / programs.
* Specifying, analyzing and comparing the studied solutions, alternatives or risks with the initiatives / projects / programs.
* Reviewing and following up the implementation of operational plans through suitable performance indicators and specific responsibilities.
* Assessing the effect of implementing the initiatives / projects / programs on the personnel capacity building, learning curve increase, knowledge transfer and strategic goal achievement.
 | 1. Operational plan outcomes

**b: Performance outcomes:****Indicators and outcomes related to:*** Implementation of the initiatives / projects / programs (time, budget and resources).
* Achieving the goals of the initiatives / projects / programs at the operational level.
* Realizing additional value for stakeholders.
* The reflections of applications of the material and nonmaterial initiatives / projects / programs.
* Developing new initiatives / projects / programs.
 |

|  |
| --- |
| * 1. **Risk and business continuity management**
 |
| 1. Risk and business continuity management capabilities

This criterion focuses on:* Adopting and implementing an action plan for risk and business continuity management.
* Making a record of potential risks and ensuring it is regularly updated.
* Applying mechanisms for communication and consultation with stakeholders in respect of risk and business continuity management.
* Reviewing and assessing the action plan of the risk and business continuity management on a regular basis.
 | 1. Risk and business continuity management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Indicators related to risks / potential opportunities.
* Outcomes of success in dealing with risks.
* Indicators of the extent of efficiency and proficiency of the procedures applied for risk handling.
* Risk and business continuity management action plan outcomes.

**b-2: Opinion measurements****Impressions on:*** Measurements of stakeholders’ opinion in the risk and business continuity management.
 |

|  |
| --- |
| * 1. **Sustainability**
 |
| 1. Sustainability capabilities

This criterion focuses on:* Including in the entity’s plans goals to reduce the adverse effects and magnify the positive effects of the entity’s activities, services and policies for sustainability realization.
* Designing and implementing programs, initiatives and policies to support the realization of strategies related to sustainability.
* Identifying the effect of the entity’s activities, services and policies on sustainability.
* Identifying the range of intersections with the sustainable development goals and working on meeting their requirements.
 | 1. Sustainability outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** The economic, environmental and social performance related to the entity’s work.
* The extent to which the entity’s activities, services, programs, initiatives and policies affect sustainability.
* The extent to which the national indicators of furthering the state’s competitivity in sustainability indicators are realized (sustainable development goals).

**b-2: Opinion measurements****Impressions on:*** Measurements of all relevant entities’ opinions in the entity’s practice related to sustainability.
* Measurements of all relevant entities’ opinions in the entity’s practice related to sustainable development goals.
 |

**AXE 2: IMPLEMENTATION**

This axe focuses on the extent to which an entity manages its various resources and properties and builds partnerships efficiently and proficiently. It also considers the entity’s task management by meeting the operation management requirements and providing services and digital services in line with the entity’s plans, tasks and work nature. This axe consists of three primary criteria: government’s properties and resources, government’s tasks and digital transformation.

**FOURTH PRIMARY CRITERION: GOVERNMENT’S RESOURCES AND PROPERTIES**

This criterion consists of four sub-criteria: human resources management, financial management, resources and properties management and partnership management. The extent to which criteria are applied is taken into consideration based on the entity’s work nature in terms of the nature and volume of resources and properties it uses to realize the organizational strategy.

|  |
| --- |
| * 1. **Human resources management**
 |
| 1. Human resources management capabilities

This criterion focuses on:* Identifying the current and future needs for human resources necessary to fulfill the entity’s strategy and operational plan requirements.
* Developing and/or applying complete work systems, policies programs and initiatives related to talent management.
* Empowering human resources by providing tools, giving powers and obtaining information.
* Specifying the training needs based on the assessment of behavioral and technical competences.
* Developing motivation tools and rewarding achievements at all levels.
* Identifying the needs and requirements of effective communication with human resources.
* Human resources performance assessment to ensure justice, equal opportunity and transparency are realized and connecting the individual performance to the organizational performance.
* Providing positive, healthy, safe and suitable work environment for various groups of people.
 | 1. Human resources management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Human resources development outcomes (training, empowerment and motivation).
* Productivity.
* Outcomes related to talent management work and program systems.
* Outcomes related to communication with human resources.
* Outcomes related to human resources assessment.

**b-2: Opinion measurements****Impressions on:*** Job satisfaction.
* Work systems and policies.
* Work environment.
* Communication tools.
* Motivation tools.
* Personnel assessment.
* Personnel training.
 |

|  |
| --- |
| * 1. **Financial resource management**
 |
| 1. Financial resource management capabilities

This criterion focuses (based on entity’s work nature) on:* Making and implementing short, mid and long-term financial plans and linking them to the entity’s strategy.
* Linking the entity’s annual budget to the priorities of implanting such entity’s strategy, and specifying the indicators in the budget law and target values in accordance with the strategy indicators.
* Cashflow management.
* Activating the use of modern and smart techniques in the preparation, implementation and monitoring of the entity’s annual budget.
* Making and implementing integral programs to rationalize the expenditures and increase the revenues.
* Developing the procedures for collecting the governmental entity’s due revenues.
* Providing work manuals and the necessary procedures to execute the financial transactions as instructed by the relevant governmental entities.
* Service and item procurement operation management in line with the central government systems.
* Designing the internal control, monitoring, revision and financial reporting operations.
* Managing the relation with suppliers, dealing with them, rating their performance transparently and appreciating the excellent ones among them.
 | 1. Financial resource management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Financial planning.
* Budget.
* Cashflow.
* Automation of the financial transactions and procurement operations.
* Revenue increase and expenditure rationalization.
* Financial control.
* Partner and supplier rating.
* Transparency related to suppliers.
* Outcomes of notes stated in monitoring entities’ reports.
 |

|  |
| --- |
| * 1. **Resources and properties management**
 |
| 1. Resources and properties management capabilities

This criterion focuses on:* Developing and applying policies and plans to manage the material resources and properties such as buildings, facilities, equipment and devices and to link them to the entity’s strategy.
* The best use of properties, facilities and equipment and the management of the life cycle, security and sustainability of those assets.
* Meeting the environmental specifications and standards and rationalizing the unrenewable consumables.
* Meeting the public safety and occupational health specifications and standards.
* Warehouse and inventory management in line or association with the government inventory management and control system (GIMCS).
* Ensuring the procurement operations are integrated with the inventory.
* Qualifying the warehouse workers with specialized proficiencies necessary to enable them to do their duties.
 | 1. Resources and properties management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Use proficiency.
* Maintenance operations.
* Reduction of consumption associated with the properties management.
* Reuse and recycling.
* Inventory and warehouses.
* Unrenewable resource rationalization.
* Environment management.
* Public safety and occupational health.
 |

|  |
| --- |
| * 1. **Partnership management**
 |
| 1. Partnership management capabilities

This criterion focuses on:* Specifying and classifying the partners and suppliers nationally, regionally and internationally in both government and private sectors, as well as civil society organizations.
* Identifying the future partnership opportunities and the implement the applicable ones to help realizing an added value for stakeholders, reducing costs and rationalizing expenditures.
* Spreading and circulating innovation concepts, skills and applications, and using modern and smart technologies in developing and upgrading the proficiency and efficiency of service procurement and supply operations.
* Managing projects of partnership – when they exist – with the private sector proficiently and efficiently.
 | 1. Partnership management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Assessing partners.
* Improvement initiatives implemented with partners.
* Mutual project management and transparency related to partners.
* Level of technology used in dealing with suppliers and partners.

**b-2: Opinion measurements****partners’ impressions on:*** Cooperation, partnership and compliance with the partnership / contracting terms and conditions.
* Transparency in dealings.
* Communication channels.
 |

**FIFTH PRIMARY CRITERION: GOVERNMENT TASKS**

This criterion focuses on the entity’s ability to apply the essential pillars of the government work in its specialized field and to realize the results expected from its work by meeting the operation management and service provision requirements in accordance with its plans, tasks and work nature in order to level up the organizational performance. This primary criterion consists of two sub-criteria: operation management and service provision.

|  |
| --- |
| * 1. **Operation management**
 |
| 1. Operation management capabilities

This criterion focuses on:* Using a framework for operation management and development to realize the organizational strategy and secure the business continuity.
* Identifying and classifying the necessary operations and using suitable techniques for managing and developing those operations.
* Specifying the people in charge with the operations and clarifying their roles and responsibilities in relation to the main operation management.
* Designing and measuring the operation performance indicators.
* Handling the matters related to duality and interference in connection with the operations in common with other entities.
* Implementing initiatives to develop the operations.
 | 1. Operation management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Operational performance related to the main productive operations.
* Operation implementation proficiency.
* Duality and interference in connection with the common operations.
* Operation development.
 |

|  |
| --- |
| * 1. **Service provision**
 |
| 1. Service provision capabilities

This criterion focuses on:* Identifying and classifying the service provision operations necessary to implement the entity’s strategy.
* Designing and providing added value services using creative solutions that fulfill the current and future needs.
* Designing and measuring service performance indicators.
* Implementing initiatives to improve and develop services of priority and planning a service recipient’s experience journey.
* Developing creative mechanisms and channels of common service provision and working with relevant partners.
* Developing and applying service level agreements within and without the entity.
* Activating channels of awareness, communication and connection with the service recipient.
* Applying a system for the management of relationship with the service recipient (feedback and complaints).
 | 1. Service provision outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Productivity.
* Service provision proficiency and efficiency.
* Service availability.
* Easy access to services.
* Service development.
* Added value for the service recipients.
* Awareness of the service field.
* Dealing with complaints / feedback provided in relation to operations and services.

**b-2: Opinion measurements****Impressions on:*** Service provision.
* Reputation and image.
* Communication, involvement and awareness in connection with the service recipients.
* Service development.
* Level of compliance with service quality.
* Innovation in services.
 |

**SIXTH PRIMARY CRITERION: DIGITAL TRANSFORMATION**

This criterion focuses on the entity’s ability to meet the digital transformation requirements by providing the digital infrastructure necessary to provide high quality digital services in accordance with the entity’s work nature. This primary criterion consists of two sub-criteria: digital infrastructure and digital services.

|  |
| --- |
| * 1. **Digital infrastructure**
 |
| 1. Digital infrastructure capabilities

This criterion focuses on:* Making and running the digital transformation plan that includes the level of connection between the government and government (G2G), government and citizen (G2C) and government and business (G2B).
* Identifying the digital maturity level and reflection on the entity’s digital transformation plan.
* Level of alignment and interconnection with the national digital transformation plan.
* Digital infrastructure management and maintenance.
* Assessing the governmental entity’s level of readiness to adopt advanced technologies (blockchain, artificial intelligence, big data… etc.).
* The entity’s efforts in digital participation and open data.
* Developing the website and compliance with the international standards.
* Developing and implementing cybersecurity policies and plans and the level of coordination with the relevant entities.
 | 1. Digital infrastructure outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Digital transformation plan at the entity.
* Website.
* Digital infrastructure.
* Cybersecurity.
* Interconnection with the national digital transformation plan.
* Advanced technology adoption.
 |

|  |
| --- |
| * 1. **Digital services**
 |
| 1. Digital services capabilities

This criterion focuses on:* Making the government digital service plan at the entity.
* Integration of digital services and electronic systems and applications with the national digital transformation projects (government service connection, digital signature, government cloud) in addition to integration with the other governmental entities.
* Awareness plan and digital service usage.
* Applying the international standards and best practices in digital service provision.
* Using smart solutions and modern creative technologies in line with the stakeholders’ needs.
 | 1. Digital services outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Digital service plan.
* Digital integration in relation to digital service provision.
* Provided service effect on the entity’s main business and activities.
* Digital awareness plan.

**b-2: Opinion measurements****Impressions on:*** Advanced digital services provided by the entity.
* Provided digital service awareness level.
* Digital service use trust level.
* Digital service complaint follow-up percentages.
* Website.
 |

**AXE 3: TRANSFORMATION**

This axe focuses on the extent to which the entity implements the development and improvement processes by applying the knowledge management concepts and transforming into a knowledgeable / smart organization and the ability to manage the continuous change, modernization and improvement process (gradual and transformative) and transform into (revolutionary) innovation management in line with the entity’s capabilities. This axe consists of one primary criterion, which is improvement and development that compromise of knowledge, innovation and change management.

**SEVENTH PRIMARY CRITERION: DEVELOPMENT AND IMPROVEMENT**

This criterion focuses on the application of concepts of knowledge management, transformation into a knowledgeable / smart organization, data, information and knowledge handling methods. It also focuses on the data, information and knowledge usage in furthering the organizational capabilities of change management and decision-making support process. The criterion consists of three sub-criteria: knowledge management, innovation management and change management.

|  |
| --- |
| **7.1. Knowledge management** |
| 1. Knowledge management capabilities

This criterion focuses on:* Developing a plan for knowledge management and organizational learning to build a knowledgeable / smart organization to achieve the strategic goals.
* Categorizing and classifying data, information and knowledge to support the decision-making process and government work institutionalization.
* Management of risks and threats associated with the knowledge assets.
* Using data, information and knowledge related to the current performance to identify the learning areas and change and innovation opportunities.
* Using modern systems that contribute to the knowledge exchange and learning processes.
* Ensuring the organizational knowledge is exchanged with partners.
 | 1. Knowledge management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Achievement of knowledge management plan goals.
* Information accuracy, suitability and availability outcomes.
* Information sharing and exchange outcomes.
* Outcomes of knowledge categorization at the entity.
* Outcomes of efficiency of developmental technologies and mechanisms used in knowledge spreading.
* Outcomes of management of risks and threats associated with the knowledge assts.
* Outcomes related to the organizational learning management.
* Outcomes related to the government work institutionalization.
 |

|  |
| --- |
| * 1. **Innovation management**
 |
| 1. Innovation management capabilities

This criterion focuses on:* Identifying the entity’s gradual, transformative and revolutionary innovation areas.
* Developing and implementing a roadmap for innovation management.
* Building and running an effective partnership network for innovation support.
* Building an innovation-supporting work environment and culture.
* Providing suitable channels and resources, as well as the tools that motivate stakeholders to innovate.
* Managing talents and making and implementing programs for capacity building in innovation and creativity field.
* modifying the entity’s organizational structure to specify the innovation management responsibility.
 | 1. Innovational management outcomes

**b-1: Performance outcomes:****Indicators and outcomes related to:*** Achievement of innovation management plan goals.
* Applied creative suggestions / ideas.
* New or developed services / products resulting from creative ideas or innovations.
* Increase of revenues / reduction of expenditures as a result of applying the innovative ideas.
* Provisions allocated for innovation.
* Innovative activities applied with partners.
* Research and studies in innovation field.

**b-2: Opinion measurements**Results of impressions on innovation management in terms of:* Measurement of employees, service recipients and partners’ impressions on innovation activities and outcomes.
 |

|  |
| --- |
| * 1. **Change management**
 |
| 1. Change management capabilities

In respect of change management, this criterion focuses on:* Understanding the internal and external factors driving the change management / improvement required to be made and the results arising out of it.
* Developing and implementing a plan for change management.
* Building and managing effective partnership network to support the change management.
* Developing and implementing a communication and connection plan associated with the change management plan.
* Predicting internal and external variables and speed of response to them in innovative ways and in a timely manner. This includes organizational agility and ability to change work mechanisms and internal resources to go in conformity with the variables and available opportunities.
 | 1. Change management outcomes

**b-1: Performance outcomes:**Indicators and outcomes related to:* Change management outcomes.

**b-2: Opinion measurements**Results of impressions on innovation management in terms of:* Measurement of employees, service recipients and partners’ impressions on innovation activities and outcomes.
 |

****

**Part II**

**“Scope of King Abdullah II Award for Excellence in Government Performance and Transparency”**

**Award establishment**

**It was instructed by His Majesty the King to establish King Abdullah II Award for Excellence in Government Performance and Transparency on 04.09.2002. the purpose of the Award is to improve and develop the performance of ministries and government organizations in serving Jordan citizens, residents, tourists and investors by raising awareness of excellence and transparency performance management concepts, expressing the public sector organizations’ excellent efforts and presenting their achievements in connection with their system and service development. It is meant to be the highest award for excellence in public sector nationwide. The Award aims at rooting excellence culture across public sector.**

**Award objectives**

**The Award seeks to ensure the public sector carries out its duties and tasks perfectly and at the highest levels of quality, proficiency and professionality. Furthermore, it aims at providing reference guidelines and standard principles to measure the extent of progress and development in the government organizations and ministries’ performance; enhance experience exchange among ministries and public sector organizations; and share success stories among them on the successful administrative practices.**

**Excellence levels:**

**There are five main levels of excellence (as shown in the table below) so as to divide the participating entities based on the final assessment result:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Qualifying level** | **Average level** | **Advanced level** | **Excellence level** | **Leading level** |
| 300 - 0 | 301 - 400 | 401 - 500 | 501 - 600 | 601 - 1000 |
| The first stages of establishing organizational vision and plans to start the entity’s journey to excellence.A good entity having programs of interest in excellence and capacity building with many improvement opportunities and limited realized plans. | **The start of the entity’s actual beginning in its journey to excellence and applying and improving the abilities necessary to reach positive outcomes. The need for more involvement of strategy stakeholders. The realized results are appropriate to an extent.** | **The entity starts reaping the fruits of applying excellence criteria, which is obvious through the entity’s performance improvement in several areas, and the entity’s use of knowledge acquired during its journey to excellence in speeding up the progress, development and capacity building for a better planning to reach the targets and realize the results, thus good results are realized.** | **An excellent entity that always tries to get positive results at all levels and is confident to constantly improve and develop its performance.****The entity sometimes uses creative ideas and innovative ways based on learning from the performance outcomes and the best practices.****It seeks to reach world-class levels of outcomes and follows the best practices, so it realized excellent world-class levels and a number of results.** | **An entity with a world-class level of excellence and maturity with a world-class performance and comparison standard. It is a role model for other entities. The entity has a confident vision for future to sustain its excellent performance by continuously using improvement and development operations and mainly using creative ideas and innovative methods based on learning from the performance outcomes and the best practices and focusing on the development, modernization and knowledge management; therefore, the excellent realized world-class outcomes in many / all relevant results.** |

**The score set forth in the above table reflect the excellence level of each participating entity. It constitutes the final assessment result. Entities that get a score of 300 or less are at the qualifying level, and entities that score 301-400 are at the average level, while entities with a score of 401-500 are at the advanced level. On the other hand, entities’ excellence level starts with a score of 501-600 and leading level starts at a score of 601 and above.**

**At the end of the assessment round, and when results are announced, the winning entities and their excellence levels are announced. The entities that moved up to a higher level than the previous round are announced, and the entities that moved down to a lower level are announced too. The purpose of this new division is to create a new challenge for the participating entities to be promoted to higher levels or maintain their excellence levels.**

**Advantages of winning King Abdullah II Award for Excellence in Government Performance and Transparency**

* **King Abdullah II Award for Excellence in Government Performance and Transparency winning is a prestigious achievement for the entity and a recognition of its excellent performance. The winning entity is also a role model for other entities.**
* **The winning entity is awarded a certificate of appreciation signed by His Majesty King Abdullah II ibn Al Hussein and is given a trophy representing King Abdullah II Award for Excellence in Government Performance and Transparency, which serves as a motivation and moral honoring for the wining entity. The Award is handed to the winning entity in a major ceremony sponsored by the Royal Highness.**
* **The winning entity has the right to place the Award’s logo specified by KACE on its documents, prints, website and advertisement campaigns. However, such an entity must use the logo together with the excellence level it won and the year of winning.**
* **KACE publishes success stories of the ministries / institutions that win the Award at KACE’s website and the Award’s website to disseminate and spread the benefits and promote those ministries / institutions’ win.**
* **The winning ministries / institutions present and share their success stories with the other ministries / institutions by showing their distinguished performances and their adopted quality strategies in order to spread the benefits of their successful experiences to the other entities through seminars and training courses held for introducing the Award, as well as relevant conferences.**
* **In accordance with Clause A of Article 33 of Civil Service Act No. 9 of 2020, two annual increases shall be given to the employees who receive an Excellent Grade during the last year and at least a Very Good Grade in the previous year. One annual increase shall also be given to the employees who receive at least Good Grade for three years in a row at the entity that wins the first place of the highest award of King Abdullah II Award for Excellence in Government Performance and Transparency won in that year. In accordance with Article 185 of the Civil Service Act No. 9 of 2020, notwithstanding the provisions of any other act, provisions of Articles 29, 33 and 34 of this Act shall not be applicable to the employees whose affairs are regulated under specific regulations enacted for them.**

**Final score calculation**

**The final score of each entity depends on the site visit through which the entities are assessed based on Jordan excellence model criteria.**

**Assessment process**

1. **The participating entities are required to respond to and include the Award criteria in the participation form filled online and to attach the required documents.**
2. **The participating entities prepare a presentation to explain to assessors their characteristics including their work nature, service recipients, stakeholders and other things they wish to present.**
3. **Each assessor examines the entity’s form separately then submits his/her independent report.**
4. **The assessors meet for reaching a mutual understanding of the entity’s status then make an agreed report stating its strength points, improvement opportunities and the matters required to be checked during the site visit.**
5. **KACE arranges a date and time for the site visit so the assessors can assess the participating entity and its circumstance on the ground. The site visit also provides an opportunity to the entity to show things that it might have forgotten to mention in the participation form.**
6. **After the site visit stage of 2-4 days, the assessors will make the final assessment report of the participating entity with the final score and submit it to KACE.**
7. **The final report is presented to the technical committee that, in turn, read and review the assessment reports to ensure the report is made in the best way so the participating entity can benefit from it.**
8. **At the end of the assessment process, KACE forms a specialized panel of judges consisting of members of all sectors, experts in the excellence field and panel members of Arab excellence awards to discuss the final reports on the participating entities in presence of the award assessors and to identify the key strength and weakness points of the entities, which justifies the score given by the assessors; subsequently, the panel will approve the scores.**
9. **The scores are submitted to the Board of Trustees using codes instead of the entities’ real names. The codes are adopted for this purpose and they are not known by the Board members as instructed by the Chairman of the Board of Trustees, H.E. Prince Faisal bin Al Hussein in order to guarantee integrity and fairness in dealing with those scores and to ensure there are no influences or pressures leading to a change in the scores, which will then be approved by the Board of Trustees and the winning entities will be announced.**
10. **After the results are announced, each entity that participates in the Award will receive an assessment report based on the Award criteria showing the strength points and improvement opportunities of the entity, which helps in the continuous improvement of its performance.**

**Participation document preparation instructions**

**Theme and formatting requirements**

1. **Arabic is the language used in writing the participation document.**
2. **The answers are typed in Simplified Arabi font, size 12. The answers and pages are required to be numbered as per the primary and sub-criteria.**
3. **In all attachments (charts, lists… etc.), are required to be in the same style of letters used in the main text body.**
4. **Page size: the standard size of papers is A4 (210\*297 mm).**
5. **The text pages layout must be in portrait mode.**
6. **The spacing between lines: single.**
7. **The number of lines per page must not exceed 30.**
8. **The top and bottom margins must be 1 inch and the left and right margins must be 1.25 inch.**
9. **All pages of the document must be numbered.**
10. **The document must include a table of content (indicating the page numbers).**
11. **The cover page must contain the participating entity’s name and logo, as well as the award name and round “King Abdullah II Award for Excellence in Government Performance and Transparency – Round 9 2023/2024)” and it must specify whether the content is a “participation document” and/or “attached documents.”**

**General instructions and guidelines**

1. **The entity participating in the Award should prepare the participation document by forming a group of workers of that entity, and the group should fully study all contents of the Award Manual.**
2. **The purpose of the Award is to provide a comprehensive assessment report on the participating entity’s performance. Therefore, the information stated in the participation document should be accurate and correct; otherwise, the content of the final assessment report will be weak.**
3. **The entity must provide reasonable evidences, practical examples, recent digital statistics and supporting documents.**
4. **The participation document consists of 75 pages and the attached documents including images, charts and lists are 75 separate pages.**
5. **The required results are presented in the pages set for the participation document, not in the attachments. The results can be presented using charts and tables to clarify the targets, pattern, comparisons and area.**
6. **Since the maximum number of the participation document pages and the number of attached documents, the participating entity should arrange its priorities and focus on mentioning the most important points while avoiding redundancy or less important points.**
7. **The participating entity should begin filling the participation form with providing a briefing on itself including general information, establishment date, how it was established, current strategic goals and their connection with the economic modernization vision goals, scope of work, organizational structure, number of employees, branches, budget, funding sources - if any – main services, human resources systems, supplies and governing finances (the briefing must not exceed two pages).**
8. **Under each one of the primary criteria, there is a number of sub-criteria that include several items. The participating entity is required to respond to all those items upon writing the participation document.**
9. **The participating entity prepares and attach to the participation document the documents, records, lists and illustrations that support the information stated in the participation document.**
10. **In relation to the attached documents, the entity may attach two documents made into maximum one page and clear.**
11. **The participating entity may refer to the availability of extra information and evidences at their offices as may be necessary in case it fails to attach such information or documents to the participation document (due to limited number of pages) so the assessors can see them during the site visit to the participating entity if necessary.**
12. **The cover, table of contents, additional attachment list and briefing of the entity are not counted as a part of the pages.**
13. **The participating entity provides a specific place for the assessment process and assessors upon visiting the entity. The required documents should be provided in that place to spare time, and the assessors can request any other documents and visit any other sites if deemed necessary for the assessment.**
14. **During the site visit, the assessors are entitled to check whether the information given in the participating document is correct.**
15. **The assessors will interview the employees as mentioned in the Manual and any employee deemed necessary by the assessors to be interviewed. The interviewers will also interview the employees at their divisions and departments.**
16. **KACE will coordinate with the participating entity’s liaison officer to specify the assessors’ site visit days.**
17. **The information stated in the participation document and attached documents will be treated in strict confidentiality, and KACE’s administration and assessors will be careful and attentive in this regard.**
18. **The participating entity should provide KACE’s administration with the participation document and attached documents via email, which will be shared with the participating entities.**