Institute of Public Administration

معهد الإدارة العامة

Strategic Plan for the

Institute of Public Administration

(2023-2025)

Contents

Who We Are

The Institute of Public Administration (IPA) is the executive arm concerned with building the capacity and training of employees, preparing and qualifying public sector leaders in the Hashemite Kingdom of Jordan, and plays an important and pivotal role in supporting administrative reform and development efforts by providing studies and management consultations to public sector institutions of all kinds, civil society organizations and the private sector inside and outside Jordan, as well as sharing knowledge and exchanging opinions, thought, experiences and successful practices in public administration, and contributing to finding solutions to the challenges they face.

The Institute offers a wide range of specialized training programs in various fields of public administration, which aim to develop and refine technical, administrative and behavioral competencies, and provide workers in public administration jobs with the necessary skills to achieve individual and institutional goals and improve the performance of tasks and the level of services provided, with a focus on the areas of planning, organization, human resource management, governance, performance management, leadership and supervisory skills as basic competencies in making a qualitative leap in performance development and empowering human capital. The Institute is always striving to keep pace with developments and raise the level of readiness for the future by launching innovative programs related to the Fourth Industrial Revolution, such as digital skills, artificial intelligence, information security and other skills related to creativity, innovation and excellence in developing business models and mechanisms for providing services and improving their quality, along with programs for mentoring and empowering new employees, programs related to career and administrative paths, and language and computer skills programs that the Institute provides through effective partnerships with local and international competent bodies specializing in these areas.

The IPA includes a specialized center concerned with preparing and building efficient and qualified government leaders capable of assuming leadership positions at various levels in the government apparatus as the main engine for modernization and development, through a package of programs, workshops, seminars, dialogue sessions and events aimed at providing this category with knowledge, skills and modern trends in public administration and in accordance with the best practices followed in the development and building of leadership. The center targets all leadership levels represented by senior leaders from the occupants of positions at the rank of secretary general and director general, and executive leaders who occupy supervisory and middle leadership positions, in addition to programs aimed at building women's leadership capabilities, and programs aimed at preparing the new generation of young leaders.

The IPA is characterized by its flexibility and ability to diversify the forms and means of training, and respond to the requirements of the groups benefiting from its training programs, as the Institute provides a package of electronic programs and distance training programs in addition to training inside the training halls in the main center in the capital, Amman, or in the governorates, or in any place determined by the beneficiary inside or outside the Kingdom, and provides wide flexibility in training times, whether during official working hours or at other times, as well as its ability to design special programs that meet the needs and requirements of certain entities.

On the other hand, the IPA has modern facilities equipped with the best technologies and devices that provide a typical and comfortable training environment, where many halls are available with different spaces and equipment commensurate with the nature of the training programs, training methods and competencies included in the training, the number and nature of the participants, and this is supported by facilities and infrastructure suitable for the needs and requirements of people with disabilities and various segments of beneficiaries of the Institute's services. The Institute also has a theater that can accommodate one hundred and eighty people, computer laboratories, innovation laboratories and a visual conference room. The cafeteria provides hospitality services to the institute's visitors, participants, and employees, as the Institute seeks to market these services, locally and internationally, to attract forums, conferences and courses as added services that can be rented.

Introduction

In light of the end of the time frame of the previous strategic plan (2020-2022) for the IPA, and in order to achieve what was included in the three dimensions of the national reform visions (political, economic, and administrative), and to ensure an effective response to the Institute's role in supporting the achievement of national and sectoral plans, especially the roadmap for the modernization of the public sector, which the government committed to implement according to specific time frames, which focused on the fact that the qualified and trained human resource is a key pillar of success, and in order to achieve the vision of His Majesty King Abdullah II Ibn Al Hussein to improve the quality of services provided to citizens and improve the efficiency of public administration, the strategic plan of the IPA(2023-2025) has been prepared to form a key pillar to support these visions, considering the empowerment of human capital as a crucial element in their success.

The Institute's previous strategy (2020-2022) focused on institutionalizing and organizing the Institute's work according to the contents of its new bylaw at the time No. (102) for the year 2019, in addition to modernizing infrastructure and facilities, while this strategy comes to build on what has been achieved in the previous strategy and foresees the future of reforms, developments and changes at the local and global levels. Therefore, this plan is a forward-looking and ambitious document that reflects the challenges and opportunities facing public administration in Jordan, and a bold roadmap to achieve excellence by adopting innovation, cooperation, developing talents and preparing leaders at various levels. The strategic plan focused on adopting modern concepts and methods in developing the Institute's services, which enables it to play an active and pivotal role in supporting the development of Jordanian public administration, and to be an attractive destination in the field of capacity building, consulting and preparing studies at the local and regional levels for both the public and private sectors.

The IPA plays a pivotal role in the future of public administration in Jordan. The Institute's strategic plan is designed to contribute to addressing the challenges facing public administration and provide guidance to achieve excellence in this field. The plan was based on a comprehensive analysis of the current state of public administration in Jordan and the broader global context. The plan recognizes the importance of talent and human capital in achieving excellence in public administration by investing in the development of its staff and creating a culture of continuous learning and improvement.

The strategy was built on three main pillars: development and sustainability, innovation and digital transformation, and governance, while initiatives and projects came to support these pillars by focusing on developing and updating training and consulting services to keep pace with developments in public administration and respond to national trends in upgrading human resources, while continuing to modernize and develop infrastructure and technology to provide modern training requirements for the beneficiaries of the Institute's services and raise its capacity, in addition to developing and strengthening the Institute's institutional and technical capabilities to enable it to provide its services in accordance with best practices, including e-training and distance training, raising the level of confidence in its performance, and strengthening the Institute's position as a distinguished center for training at the local and regional levels.

Methodology

The strategic plan (2023-2025) of the IPA has been prepared in accordance with the aspirations, goals, national plans, results of internal analysis and partners' analysis. Based on the above, the working group followed a participatory approach in preparing the strategic plan of the IPA, where a large number of stakeholders in the sector and relevant authorities were involved in all stages of preparation (as shown in Figure 1), starting from the analysis stage to determining the strategic directions and institutional objectives of the IPA for the years 2023-2025, and relying on national sources and references as a frame of reference for the strategic plan, through detailed study and analysis, and discussions and suggestions of work teams and experts. The strategic objectives have resulted in a set of executive programs and projects that will be followed up and evaluated through an integrated system that includes strategic and operational performance measurement indicators over a period of three years.
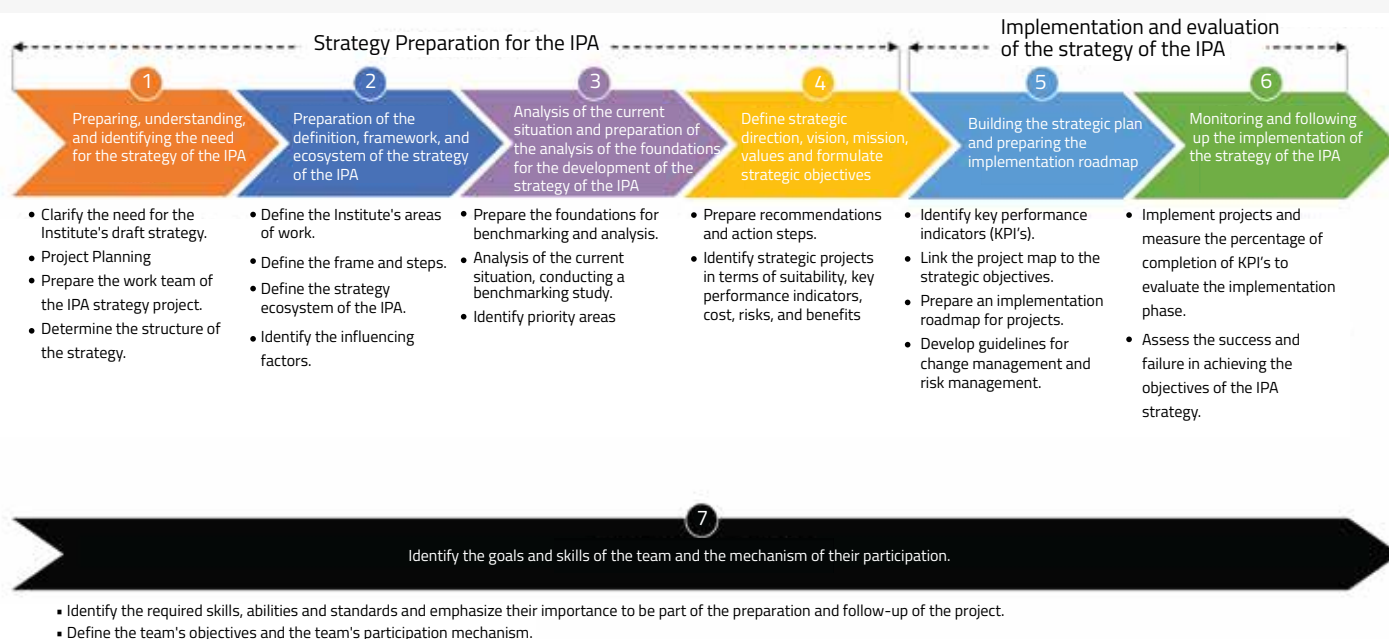
Figure 1: Methodology for preparing the strategic plan of the IPA

The preparation process went through the following main stages:

1. **Study, analysis, and diagnosis phase**

    🟡 **Interior Level:**

    ▸ Review the previous strategic plans of the IPA, and the studies and reports of the Institute.
    ▸ Review the roles, goals and functions related to the IPA.
    ▸ Identify institutional challenges and priorities.
    ▸ Identify and analyze strategic partners.
    ▸ Analyze performance and institutional role.
    ▸ Analyze the level of overall satisfaction.
    ▸ Review and analyze the legislative frameworks that regulate and impact the Institute's work.

● **External Level:**

▸ Analysis of the external environment and political, economic, social, technological, environmental, and legal factors "PESTEL Analysis"
▸ Study trends and review priorities.
▸ Benchmarking.

2. Set strategic priorities and objectives:

▸ View the results of the study, analysis, and diagnosis.
▸ Prepare the vision and mission and define institutional values.
▸ Set strategic objectives.
▸ Define strategic performance indicators.

3. Identify programs, projects, and initiatives:

▸ Develop strategic programs and projects for each strategic goal

4. Develop the monitoring, evaluation and learning system:

▸ Develop appropriate follow-up tools so that the Institute can track the achievement of the strategic plan for the years 2023-2025.
▸ Develop the assessment and learning system.

Strategic Directions and National Pillars

The following national documents and references have been key drivers, inputs, and compass in defining the strategic directions of the Institute:

1 Public Sector Modernization Roadmap document

2 Concept paper for the human resources component of the roadmap

3 Civil Service Human Resources Strategy

4 Economic Modernization Vision

Public Sector Modernization Roadmap Document

The launch of the Public Sector Modernization Roadmap document, which included three main axes, led to the need to update the strategy to comply with the requirements of the roadmap and to achieve the ultimate goal of **"developing a sustainable, developed, empowered and qualified public sector that is efficiently and effectively responsive to the needs and expectations of citizens, and has flexibility and speed of response to future challenges and accelerated change in the role of governments and the concept of providing government services."** While ensuring that the requirements contained in the component of human resources and leadership are met, in which the focus was on the aspect of training and capacity building in its broad sense.

Concept paper for the HR component of the roadmap

Human resources are one of the components of the public sector modernization roadmap, which is concerned with reaching a work environment that attracts competencies and enables achievement. In light of the need to develop a unified legislative and regulatory scheme to manage leaders in the government, the IPA, represented by the Government Leadership Center, is responsible for implementing programs for preparing and empowering government leaders, applying the approved criteria for selecting participants in programs, developing a database of participants and graduates of leadership preparation and empowerment programs, evaluating and developing programs and participants on an ongoing basis, following up on graduates, submitting the necessary reports, recommendations and proposals to develop programs and policies necessary for the preparation of government leaders, and managing a development and training fund for government leaders.

The strategic directions of the IPA intersect with the following pillars of the document:

1 Civil service and talent management pillar

2 Government leaders' preparation and empowerment pillar
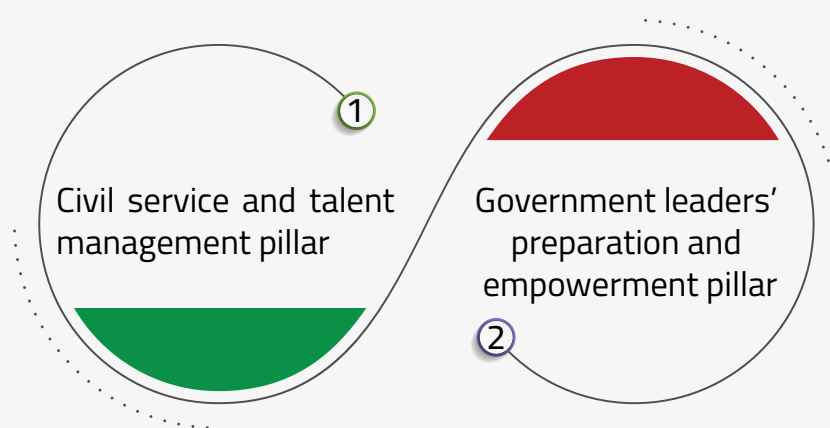
1. Civil Service and Talent Management Pillar:

Improving the performance of human resources in the civil service is one of the most important components of modernizing the public sector, as it focuses on the human element, which is the main catalyst for implementing economic, political and social reform programs and initiatives, and therefore the strategic directions of the IPA were based on contributing to:

▸ **A flexible, more effective, productive, and responsive civil service to developments in work methods and digital transformation,** commensurate in terms of size and nature of competencies with the actual needs to improve performance and readiness for the future and achieve the economic vision.

▸ **A civil service capable of selecting and appointing the required competencies** in accordance with the principles of merit, competitiveness, transparency and equal opportunities, and diverse sources to meet the needs of the departments quickly, and to provide them with the competencies necessary to improve performance and achieve national priorities and the directions of the Public Sector ModernizationCommittee. The IPA, in cooperation with the Service and Public Administration Commission (SPAC), is one of the bodies responsible for forming and managing government support and support teams, which is concerned with meeting the departments' needs in terms of human resources.

▸ **Achieving a modern and enabling work environment that supports employee engagement,** provides opportunities for promotion and career development, and promotes a culture of accountability and motivation related to performance and achieving results, thus contributing to attracting and retaining competencies and improving employee satisfaction.

▸ **Civil servants who are able to perform their tasks efficiently** and effectively and possess specialized and digital future competencies with the strategic and innovative skills necessary to keep pace with the change in government management methods and service delivery.
This is done through initiatives to strengthen the capabilities of frontline service providers, and the preparation of a professional diploma program in public administration and public sector development, which is managed and implemented by the IPA. In addition to the role of the IPA in the initiative to conclude agreements to coordinate training efforts between the Institute and government training centers in the fields of public administration and development.

▸ **Enhancing the efficiency and effectiveness of human resources management in the civil service and its governance and enabling it to carry out its** expected strategic role to improve government performance.

2. Government Leadership Empowerment:

Achieving the pillars of modernization and the future vision to reach a cooperative and integrated public sector, flexible, responsive and adaptive, innovative and ready for the future, where the citizen is the focus, requires the presence of distinguished government leaders with high performance capable of achieving Jordan's future vision and implementing its priorities, and is considered the main engine and catalyst for public sector modernization initiatives and one of the pillars supporting its success. Accordingly, the strategic directions of the IPA were based on contributing to:

▸ **Enhancing the ability to select qualified people to assume leadership positions,** and preparing a generation of future and young leaders who possess the competencies and practical experience required to compete for leadership positions, in order to ensure the sustainability of meeting the government's needs of competent leaders prepared and trained in a systematic manner consistent with the government's vision. One of the activities concerned with coordinating the efforts to prepare various government leaders is the establishment of the Government Leadership Development and Training Fund, which is proposed to be in the form of a special account for the IPA, as it is responsible for training and teaching in the field of public administration and government leaders.

▸ **Promoting a supportive environment for leaders and enabling them to achieve the expected goals and results once they take office** by promoting a culture of performance related to achieving results, adopting performance-based accountability and motivation policies, expanding the powers associated with the control and accountability framework, and providing opportunities for continuous development and learning.

Civil Service Human Resources Strategy

This strategy came to ensure that the contents of the human resources component in the roadmap are translated into a practical reality, within clear and specific goals, targets, indicators, responsibilities and time frames. This strategy included a special component for building the capacity of public sector employees, focusing on service providers, and preparing and qualifying leaders to be believers in change and capable of it.

Economic Modernization Vision 2022

The vision of economic modernization emphasized capacity building in all sectors, as economic modernization programs and initiatives focused on training and qualifying employees, especially those concerned with providing direct services to citizens and investors.

The following figure summarizes the main drivers for updating the strategic plan of the IPA:

Public Sector Modernization Roadmap: Focused on capacity building for human resources in the public sector and an Institutional culture supportive of development.

Human Resources Component of the Roadmap: Programs and initiatives directly assigned to the Institute have been identified, especially leadership programs and competency-oriented training.

Economic Modernization Vision 2022: Capacity building and leadership preparation is an essential component of the success of initiatives within all sectors.

Human Resources Strategy: It included a specialized component on capacity building, continuous learning, leadership preparation and government talent readiness programs.

Strategy of the IPA 2020-2022 After the end of this strategy, it was necessary to review it and develop a new strategy.

IPA Regulation No. 102 of 2019: There are roles and authorities that must be activated more.

Continuous Evaluation: Led to the need to update the Institute's current strategy to adapt to developments and address

Figure (2) The most prominent drivers for updating the strategic plan of the Institute of Public Administration

These drivers were reflected in all areas of the Institute's work, which are shown in the following figure:

Figure (3) The Institute's Fields of Work

Analysis of the Achievements of the Previous Strategic Plan

The IPA has made huge and remarkable leaps in its performance indicators related to the previous strategy, especially in the last year of the strategy (2022), which witnessed remarkable development in the number of trainees as a result of a series of updates to the Institute's capabilities, as shown in the following figure:

Figure (4) Number of trainees during the period 2016 to 2022

The results of the analysis at the level of the objectives of the previous strategic plan showed the following:

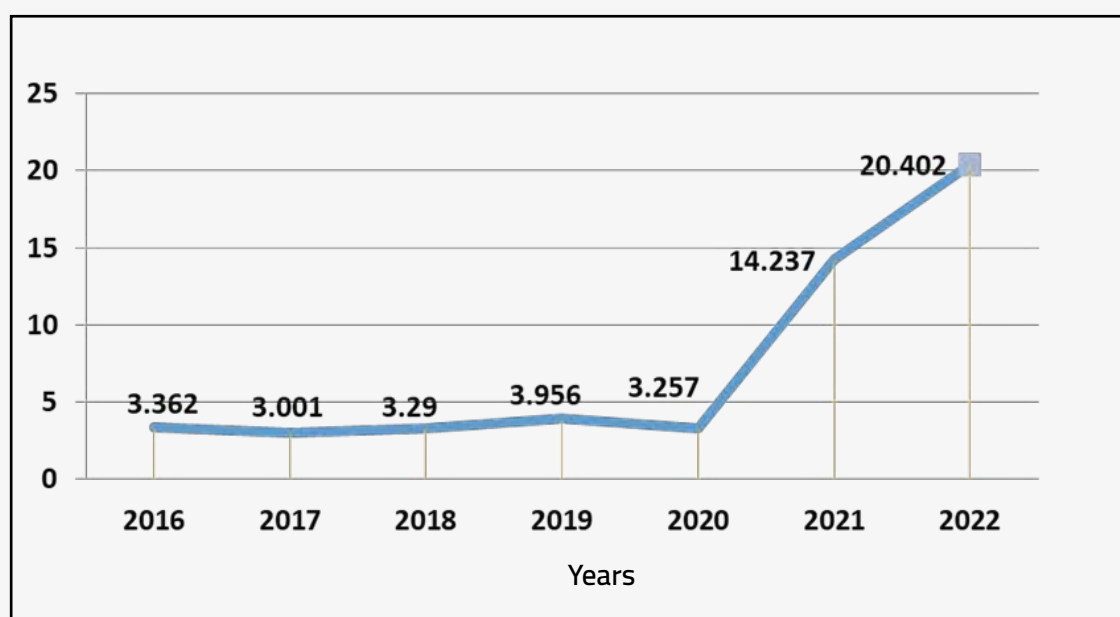## First Strategic Objective: Enhancing the Institute's role in developing the performance of public sector employees

1.The percentage of recipients of the training services at the Institute for the post-training exams (passing) reached 100%, which indicates the achievement of the strategic goal associated with it.

2. Preparing leaders and the percentage increase in the number of trainees from government institutions annually: The goal of establishing the leadership center was achieved and the desired ratios were achieved and with proactive efficiency, although this was not possible during the Corona pandemic (2020) due to the lockdowns.

3. Percentage of improvement in knowledge: Pre and post-training exams have recently been carried out and a questionnaire has been prepared to study the impact of training on the work carried out by the recipients of the training service, and therefore indicator 2.3.4 has not achieved its purpose in the 2019-2022 plan and work is underway to achieve it within the 2023-2025 plan.

Second Strategic Objective: Restoring and raising the status of the Institute locally and abroad

1. A number of local agreements have been signed with various training and academic bodies.

2. Simple training services were provided to non-governmental actors.

3. International programs have not yet been adopted due to financial and administrative constraints and a shortage of human resources, which constituted an obstacle to achieving this goal.

4. During the past year, coordination with international bodies began to establish partnerships with them and arrange training outside the Kingdom.

Third Strategic Objective: Developing and sustaining the institutional performance of the Institute

1. There is a significant improvement in the satisfaction levels of partners and employees.

2. A significant increase in annual returns, the number of trainees and improved their impressions regarding the training.

3. Continuous improvement of procedures and orientation on projects related to quality and development is under way and will be completed within the new strategy.

Internal Analysis Summary

Based on the analysis of the internal environment of the Institute, it is clear that the IPA achieves a good level in the field of governance thanks to the presence of an integrated legislative framework, a flexible framework, a clear strategic direction and transparency in evaluation. However, the current organizational structure needs more flexibility and a greater activation of the role of the Steering Committee. As for the funding aspect of the Institute, there are financial allocations within the general budget, the ability to attract external grants, a diversity of funding sources, in addition to the Institute's ability to generate revenues well. However, according to the results of the analysis, all revenues go to the state treasury and there is no sufficiency in financial allocations, and some of the Institute's projects have stalled as a result. The Institute also faces a lack of funding from donors and a weakness in its budgetary flexibility.

The IPA also suffers from a shortage of qualified human resources and the constant need to improve training materials related to leadership. As for the infrastructure, it is modern and flexible, including training halls and logistics, such as cafeteria and elevators, as it is suitable for training and friendly to persons with disabilities, and the Institute has the ability to sustain facilities and maintain them periodically. The institute also features a sophisticated technological infrastructure, such as a mobile computer lab and rooms with projection screens, however, there are some limited services, such as parking at the Institute's current site.

In terms of organizational, operational, educational, and technological capabilities, as internal analysis showed, the IPA has good operating procedures, systems and instructions for operation and organization, but it may benefit from a review and improvement process. The Institute also has supervisory and regulatory powers over the government training, studies and consultations sector, as the Institute works to consolidate the principles of governance, integrity, transparency and the rule of law in the public sector. However, the Institute lacks some possible factors such as the practical and applied organizational structure for the management of programs, projects and initiatives, and the failure to activate all the tasks, responsibilities, powers and duties granted as contained in the Institute's General Regulation No. (102) for the year 2019.

In terms of education and technology, the internal analysis showed that the IPA has qualified employees who possess accumulated experience to be used in the continuous development of the Institute's capabilities, with an effective infrastructure that includes a wired and wireless network covering all the Institute's facilities, and the availability of modern laptops that allow the implementation of computerized programs in any geographical location in the Kingdom, but the Institute lacks the availability of any comparative analyzes, measurement and follow-up tools for achievement, with the absence of an integrated knowledge management system and a lack of in the human cadre in some disciplines such as programming.
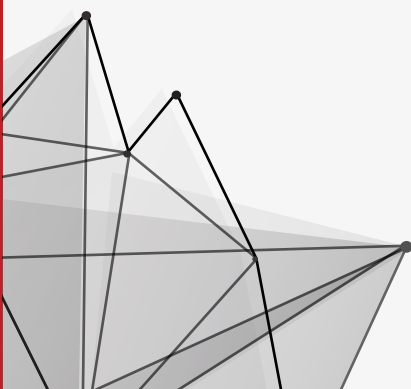
Benchmarks with Regional and International Training Institutes

As part of the strategic planning methodology, a benchmarking was made with regional and international training institutes, most notably:

- 🎓 Civil Service College/Singapore
- 🎓 Mohammed Bin Rashid School of Government/UAE
- 🎓 Institute of Public Administration/ India
- 🎓 Tunisian School of Administration/Tunis
- 🎓 Institute of Public Administration/ Ireland
- 🎓 Public Service Institute/ France
- 🎓 Institute of Public Administration/ Kingdom of Saudi Arabia
- 🎓 Royal Academy of Management / Oman
- 🎓 Institute of Public Administration/ Qatar
- 🎓 Abu Dhabi School of Government/United Arab Emirates
- 🎓 European Institute of Public Administration
- 🎓 Research Institute of Public Administration/ Italy

The experiences of these entities were reviewed through a number of aspects including services, customers, organizational structure and governance, communication channels, technology, partnerships, location, and case studies. This benchmark aimed to determine the status of the IPA in comparison with regional and international institutes and to identify best practices and possible areas for improvement.

Analysis of the Current Situation

The working group analyzed the areas of work of the IPA using a combination of analysis tools, including stakeholder meetings, field visits, information gathering and SWOT analysis, and analysis of political, economic, social, technological, environmental, and legal externalities (PESTLE).

IPA's domain analysis tools
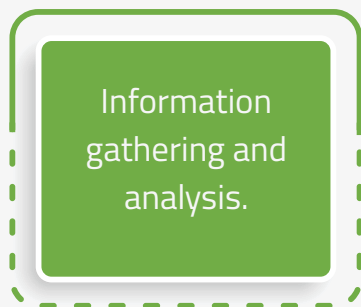
Information gathering and analysis.	Field visits	Concerned groups meetings.
Reviewing the data provided, from clients and the data collected related to the sectors, and conducting the PESTEL and SWOT analysis	Conducting field visits to a selected group of the Institute's facilities and identifying opportunities and challenges	Holding meetings with the main concerned groups to understand the current status of the sectors and fields of the IPA, and to identify challenges and needs
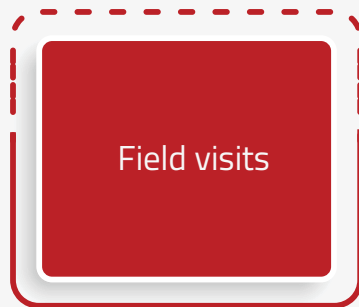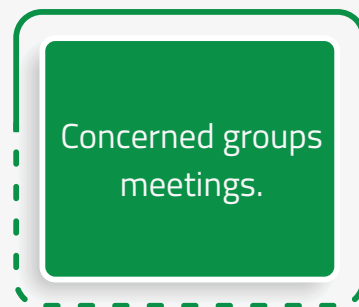
SWOT Analysis

Through the use of various tools such as document review, meetings, multiple meetings and brainstorming sessions, a clear perception of the internal and external environment was built, thus extracting the strengths and weaknesses of the Institute, opportunities and threats related to the Institute's status, and the following is a summary of the analysis (SWOT analysis):

Weaknesses

Strengths

Threats

Opportunities

⬜ Strengths

- The presence of a number of competencies and expertise within the Institute's staff with highly trained qualifications, and the availability of a comprehensive and constantly updated database for a large number of external trainers.
- Availability of modern infrastructure and appropriate facilities at the Institute.
- The existence of a supportive legislative framework, with the flexibility of the bylaw of the IPA and its instructions, foundations, standards, and adopted and comprehensive methodologies.
- Clarity of the strategic direction of the State and the Institute regarding the development of human resources in the public sector.
- The Institute adopts global trends and modern technologies in the field of training, talent development, innovation, and digital transformation.
- Good reputation for education and capacity building in Jordan at the regional level.

⬜ Weaknesses

- Limited availability of financial resources required to implement development programs and build the capacity of human resources in the public sector.
- Weak investment in administrative studies and consulting services and marketing.
- Weak marketing of the Institute's services and programs regionally.

⬜ Opportunities

- The existence of supportive political will and interest by the state in developing capacity building and training of human resources in the public sector.
- The existence of references that include and clarify the directions and policies of the state regarding the development of human resources in the coming years, represented by the roadmap for the modernization of the public sector, and the economic modernization vision.
- Donors' interest in supporting public sector modernization and development programs and projects, especially capacity building.
- Opportunities for regional and international partnerships and the development of accredited joint programs.
- Orientation in the labor market and demand towards professional certificates and internationally accredited training.

▢ **Threats**

▸ Some countries in the region compete to attract those wishing to train and build capacities in the field of public administration, and to launch similar institutions.

▸ The enormous amount of work expected and required responding to the roadmap for the modernization of the public sector in the field of training and qualification to achieve the objectives of the roadmap.

▸ The possibility of the Institute's future budgets being affected by any reductions in the general budget and their negative repercussions on the Institute.

▸ The lack of the frameworks governing the training environment in Jordan in general, and the lack of intellectual property protection mechanisms in the fields of training and development.

On the other hand, global trends in training and capacity building have been an input for the development of the Institute's new strategy.

Figure No. (5) Global trends in training and capacity building

PESTLE External Environment Analysis

Analysis of the political, economic, social, technological, legal, and environmental framework

The analysis of the political, economic, social, technological, legal and environmental framework of the IPA was conducted, as this analysis provides a framework for assessing external factors that may affect the IPA, and a better understanding of external factors that may affect the development of strategies that serve to take advantage of opportunities or mitigate any risks.
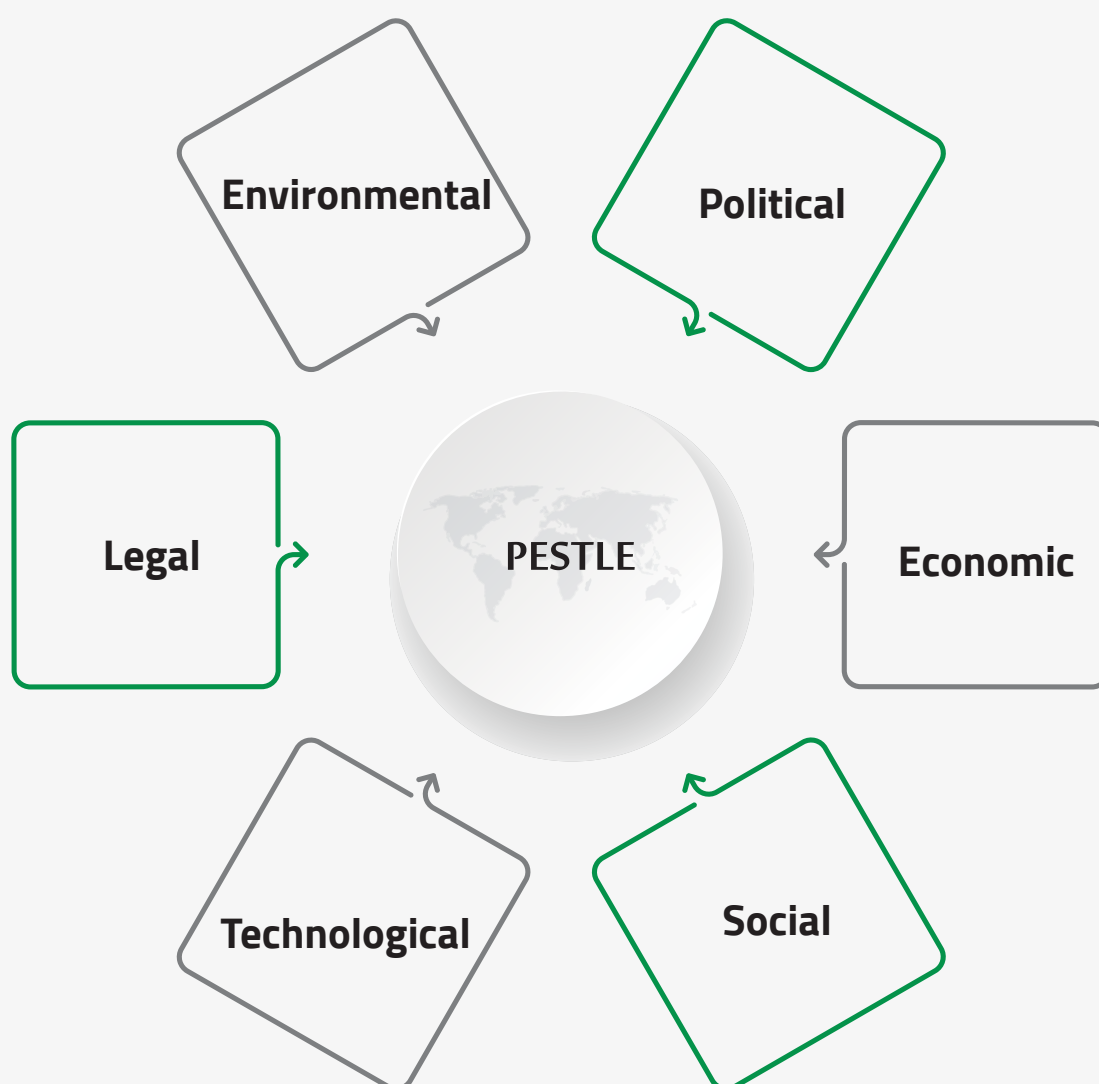
Political

- Stability of the political environment.
- The government's drive towards creating a healthy political environment that encourages women and youth to engage in public life and assume leadership positions.
- Jordan's positive political relations balance with the countries of the world.
- The Jordanian government adopts a comprehensive political, economic, and administrative reform scheme.
- Jordan is an oasis of security, safety and stability within a fiery environment and is a global tourist destination, so it is easy to take advantage of this fact and turn Jordan into a training destination as well.

Economic

- Jordan's economy is open to the world.
- The state budget is limited in the field of training.
- Jordan's GDP per capita is average.
- Availability of international support from donors.
- Lack of diversity in funding for training.
- The high cost of living, which is reflected in training.

Social

- Jordanian society's interest in education is considered a dominant social culture despite the limited financial capabilities of the Jordanian citizen.
- The social network of Jordanians abroad is extended, rooted and strong due to the good reputation and high efficiency of the Jordanian people, which positively affects the reputation of training in Jordan.
- Jordanian women's demand to lead entrepreneurial projects.
- The existence of a supportive environment for social responsibility and volunteer work.

Technological

- Advanced and modern technological infrastructure.
- Orientation towards digital transformation and digital capacity building.
- The business technology sector is full of Jordanian entrepreneurial talent.
- Evolution of interactive technological training solutions (VR, AR, Simulation)

Environmental

- Jordan's strategic geographical location.
- Jordan's climate is suitable for all forms of activities (training tourism/ headquarters for regional and international training companies)
- Orientation towards renewable energy and green environment.

Legal

- Weak intellectual property laws in the fields of training and development in Jordan.

Institutional Evaluation of the Institute

▸ Several tools were adopted to assess the IPA during January and February of 2023 and included:

1. Field visits
2. Face to face meetings
3. Individual interviews
4. Focus groups
5. Desk review that includes review of documents, information and evidence obtained.
6. Research results and outputs

▸ Strengths and opportunities for improvement were identified.

▸ A six-day field assessment visit was carried out to the Institute to its three sites (the main head-quarter in Amman, the north branch in Irbid city and the south branch in Karak city) with the aim of analyzing the gap and identifying the main strengths and opportunities for improvement in accordance with the criteria of the European Excellence Model EFQM 2020 and the criteria of the Jordanian Government Excellence Model KACE-5.0.

▸ The assessment included carrying out 16 assessments sessions and interviews of more than 50 staff members of the Institute, and the assessment included various organizational units.

Jordan Government
Excellence Model
KACE-5.0

European Excellence Model
EFQM Model 2020

Consultation sessions, stakeholder engagement and outlining future expectations

- All employees of the Institute were involved in discussing the work methodology and discussing strategic directions and future expectations.
- A number of consultative sessions were held with various ministries related to the work of the Institute.
- Consultation sessions were also held with representatives from the private sector, universities, trainers, and funders such as the German Agency for International Cooperation (GIZ), the U.S Agency for International Development (USAID), and the Italian Agency for Development. A number of suppliers were also invited to discussions, where the work methodology for preparing the strategy and strategic directions was presented.
- Their expectations and observations were discussed and a large number of them were taken into account in the preparation of goals and the definition of projects and initiatives.

Sustainable Development Goals

The strategy includes goals and projects that are in line with the sustainable development goals announced by the United Nations. It takes into account the fourth goal to achieve high-quality education, as well as the fifth goal of the Sustainable Development Goals, which is "gender equality, enhancing women's participation in a number of programs and enhancing their leadership roles", and focusing on preparing standards that take into account women's needs at work and assessing the reality of the situation to find solutions to any challenges. The ninth goal, which focuses on innovation, was also taken into account by enhancing the innovation environment and making the Institute a center for innovation and preparing a policy for that. The strategy takes into account the seventeenth goal, as it focuses on the importance of strengthening partnerships between the public and private sectors through qualitative partnerships locally and internationally and preparing an effective future partnership plan.

General Framework of the Strategy

The strategy consists of two priorities from which (6) strategic objectives emerge, including the strategic objective related to strategic enablers that support the main pillars to increase the chances of strategic success, where the three reform tracks represented national priorities and directions, while governance, development and sustainability, innovation and digital transformation formed key pillars of the strategy.

Figure 6: National priorities and orientations

Strategic Pillars

The strategy is based on three main pillars:

Figure 7: Strategic Pillars

Priorities and Strategic Objectives

The following figure shows the strategic interdependence among the vision, mission, institutional values, priorities and strategic objectives:

Aim	**Improving government performance**
Vision	**Excellence in empowering capabilities and talents and preparing efficient and responsible leaders**
Mission	We work to prepare and empower leaders, develop talents and support decisions through the development and provision of distinguished services in the field of training, capacity building, consulting and preparation of studies with the help of a group of experts, and in effective partnership with local, regional and international parties in innovative ways and in accordance with best practices to improve individual and institutional performance
Values	**Responsibility and commitment, equal opportunities, teamwork, mutual respect, creativity and innovation**

	Effective contribution to achieving national directions aimed at improving the performance of human resources	Strengthening the Institute's position as a distinguished destination for training and providing up-to-date and innovative services
Strategic Priorities		
Strategic Objectives	Develop capabilities and talents by providing training that is responsive to current and future actual competencies and needs	Strengthening partnerships and developing communication and marketing channels
	Preparing leaders and enabling them to lead national directions and participate in preparing and qualifying women and youth leaders	Developing and enhancing services through digital transformation and innovation
	Supporting government decisions and policies through the development and provision of distinguished consultancy services	

Strategic Pillars	Development and Sustainability
	Innovation and Digital Transformation
	Governance
Enablers	Enhancing the capabilities and maintaining and developing the outstanding institutional performance of the Institute

Figure 8: General framework of the strategy

Initiatives and Projects

Work has been done to prepare and adopt 29 programs and projects to achieve the strategic objectives, in addition to 10 programs and projects to enhance the institutional enablers supporting the implementation of the strategy, all of which work to support the strategic pillars and as shown in the following figure:

Innovation and Digital Transformation

- Digital transformation project
- Center for the development and production of training and awareness programs using modern technologies and multimedia
- Development of the training management system (TMS)
- Development of the e-learning platform and adapting artificial intelligence techniques (LMS)
- Creation of the Virtual Learning and Innovation Lab and its operational model
- A project to develop the website and enhance the institute's digital identity and its presence on the Internet and social media

Development and Sustainability

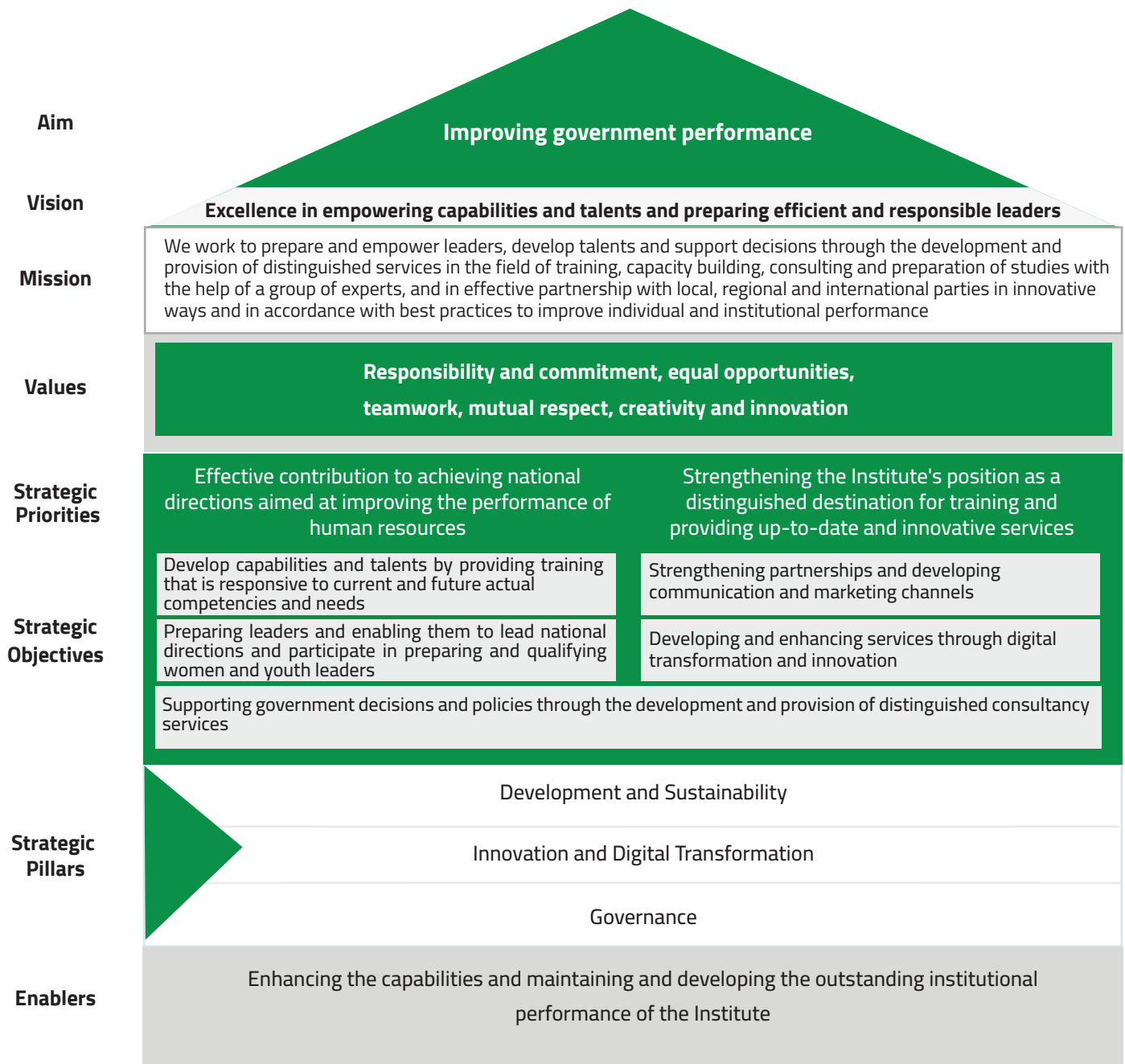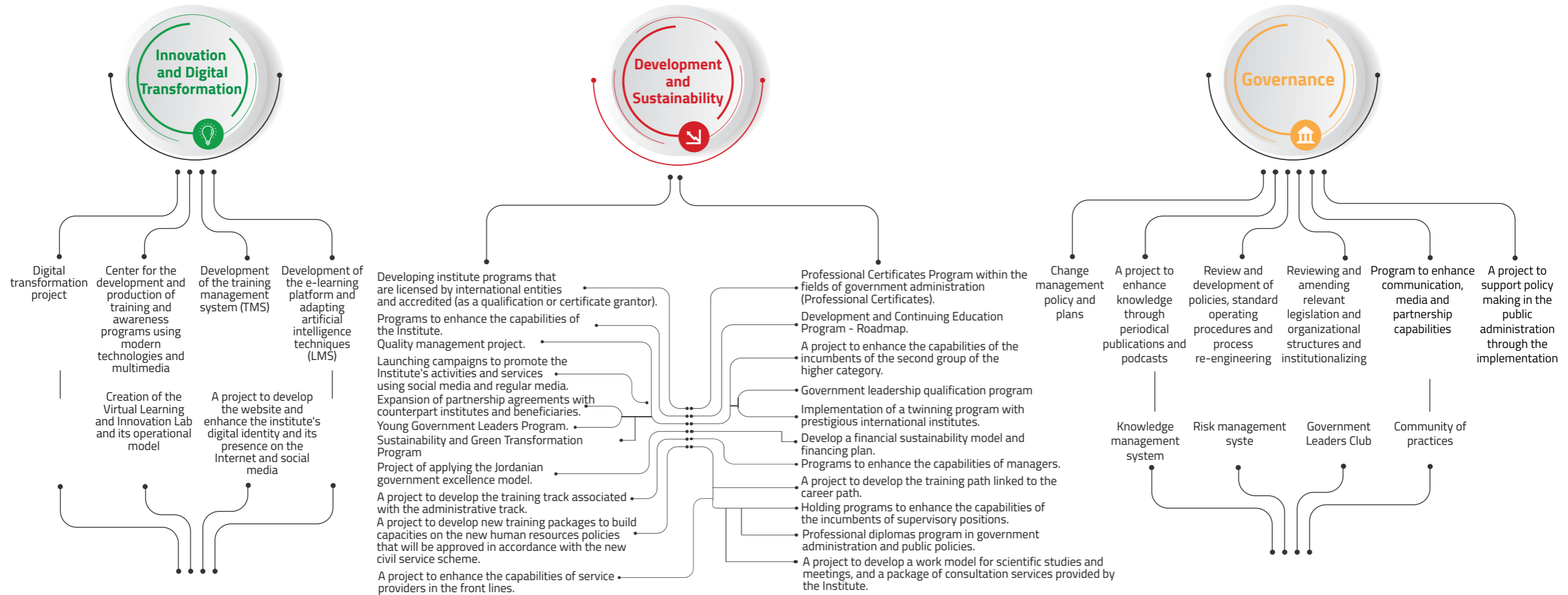- Developing institute programs that are licensed by international entities and accredited (as a qualification or certificate grantor).
- Programs to enhance the capabilities of the Institute.
- Quality management project.
- Launching campaigns to promote the Institute's activities and services using social media and regular media.
- Expansion of partnership agreements with counterpart institutes and beneficiaries.
- Young Government Leaders Program.
- Sustainability and Green Transformation Program
- Project of applying the Jordanian government excellence model.
- A project to develop the training track associated with the administrative track.
- A project to develop new training packages to build capacities on the new human resources policies that will be approved in accordance with the new civil service scheme.
- A project to enhance the capabilities of service providers in the front lines.
- Professional Certificates Program within the fields of government administration (Professional Certificates).
- Development and Continuing Education Program - Roadmap.
- A project to enhance the capabilities of the incumbents of the second group of the higher category.
- Government leadership qualification program
- Implementation of a twinning program with prestigious international institutes.
- Develop a financial sustainability model and financing plan.
- Programs to enhance the capabilities of managers.
- A project to develop the training path linked to the career path.
- Holding programs to enhance the capabilities of the incumbents of supervisory positions.
- Professional diplomas program in government administration and public policies.
- A project to develop a work model for scientific studies and meetings, and a package of consultation services provided by the Institute.

Governance

- Change management policy and plans
- A project to enhance knowledge through periodical publications and podcasts
- Review and development of policies, standard operating procedures and process re-engineering
- Reviewing and amending relevant legislation and organizational structures and institutionalizing
- Program to enhance communication, media and partnership capabilities
- A project to support policy making in the public administration through the implementation
- Knowledge management system
- Risk management syste
- Government Leaders Club
- Community of practices

Priorities and Strategic Objectives

At the level of objectives, the programs, projects, and initiatives are as follows:

First Strategic Objective: Developing talents by providing training responsive to current and future competencies and needs to improve performance and readiness, and the achievement of this goal is supported by (6) projects/ initiatives as follows:

No.	Program/Project/Initiative	Description
1.1	**Professional diplomas in Government Administration and Public Policy**	This initiative aims to build the capacity of staff in the field of public administration through a specialized professional diploma program launched by the Institute in cooperation with a university, which contributes to making a qualitative leap for the occupants of these jobs in the sector, to become jobs with a strategic dimension such as human resources, institutional development, digital transformation, and others.
1.2	**Professional certificates program in the fields of public administration**	This initiative aims to provide specialized technical competencies in the following areas: 1. Human resources management and development. 2. Policy making and decision support. 3. Strategic management and government performance management. 4. Developing and delivering government services and citizens' engagement . 5. Contract management and outsourcing. 6. Documenting and developing procedures, methods of work and quality. 7. Internal and external government communication. 8. Institutional culture.
1.3	**Strengthening the capacity of frontline service providers**	This project aims to develop a training track related to the career path of service providers, to ensure the development of their skills and abilities to provide service efficiently and effectively, in addition to their behavior and attitudes in dealing with service recipients.
1.4	**Developing new training packages for capacity building on the new human resources policies that will be approved according to the new civil service scheme**	This project aims to enhance the Institute's response by developing training packages that support new policies, methodologies and tools that will be approved according to the civil service scheme, especially in the areas of human resources and institutional development.
1.5	**Career Path Development Project**	This project aims to review the training track, training packages and training instructions for the purposes of promotion, to ensure the inclusion of the job competencies required for civil servants in their various job grades and in accordance with the contents of the roadmap and global technological developments.

1.6	**Development of the training track related to the administrative track**	This project aims to review and develop a package of training programs directed to the occupants of leadership and supervisory positions to ensure the inclusion of the required job competencies in accordance with the general competency framework adopted for this category in the roadmap.

Second Strategic Objective: Preparing leaders and enabling them to lead national directions and contribute to preparing and qualifying women and youth leaders, and the achievement of this goal is supported by (7) projects/initiatives as follows:

No.	Program/Project/Initiative	Description
2.1	**Continuing development and Education Program – Roadmap**	In addition to training programs and applied workshops, the trend will be to expand training techniques to include enhancing the capabilities of current leaders, introducing them to the new role of the public sector and its requirements, enabling them with its tools, and adopting a development plan and continuing education for leaders to fill the competency gap and development contexts of the modernization program. Communication networks will also be used to enhance communication between peers and provide a space for them to exchange experiences and innovations and share solutions collectively, in addition to working to change the behavior of government leaders towards the concept of digital transformation as one of the government's goals is to modernize the public sector, and to consolidate the concept of continuous development aimed at improving efficiency and reducing costs. The work will take place in three phases: short (2022-2023), medium (2023-2025) and long-term.
2.2	**Strengthening the capacity of senior-level group II employees**	This project aims to design a package of events (workshops, seminars and dialogue sessions) to discuss issues and developments in public administration, implement the contents of the roadmap, consolidate the institutional culture that supports reform visions, and focus on the role of this group in achieving reform.
2.3	**Government Leadership Qualification Program**	This program aims to equip current executive leaders with high and distinguished leadership potential and qualify them to compete for future leadership positions, ensuring a minimum of 50% female participation.
2.4	**Young Government Leaders Program**	This program aims to ensure the empowerment and provision of young and qualified competencies capable of bringing about change, and to provide opportunities for rapid career development for ambitious young competencies who possess strong and distinguished leadership qualities, ensuring a minimum of 50% female participation. It enhances the government's ability to select qualified people to assume leadership positions and prepares a generation of future and young leaders who possess the competencies and practical experience required to compete for leadership positions, ensuring the sustainability of meeting the government's needs of qualified leaders prepared and trained in a systematic manner consistent with the government's vision.

No.	Program/Project/Initiative	Description
2.5	**Directors' Capacity Enhancement Programs**	This program aims to build the capacity of participants and qualify them to be able to perform their administrative tasks by providing them with knowledge, skills, and attitudes in accordance with best practices.
2.6	**Capacity Enhancement Programs for Supervisory Positions**	This program aims to provide participants with basic information and knowledge regarding the concept of supervision and its importance, and to provide them with the skills of effective supervision, directing subordinates and managing the work of their administrative units efficiently and effectively.
2.7	**Government Leaders Club Initiative**	The Government Leaders Club aims to enhance effective communication, exchange experiences, support decision-making and government policies, create a platform for participation and knowledge exchange to consolidate the culture of teamwork, and develop and facilitate the decision-making and policy-making process to ensure the benefit of institutional expertise and knowledge stock, as the Club will serve as a platform for communication between leaders and managers.

Third Strategic Objective: Supporting government decisions and policies through the development and provision of distinguished consultancy services, and the achievement of this goal is supported by (5) projects/ initiatives as follows:

No.	Program/Project/Initiative	Description
3.1	**The project of developing the business model of studies and scientific meetings, and the package of consultation services provided by the Institute**	This project aims to enable and enhance the consultancy services and studies and research services provided by the Institute, in addition to organizing scientific meetings by building a business model that is developed competitively according to good standards in this field, including building the Institute's capacity in the field of studies and consultations.
3.2	**Project to support the policy-making process in government administration through the implementation of research and consulting**	This project aims to strengthen the Institute's role as a government consultation body in the field of government administration by providing one or more studies/consultations that contribute to finding innovative solutions to pressing issues within the vision of reform, especially the roadmap for the modernization of the public sector.
3.3	**Knowledge Enhancement Project through Periodicals and Podcasts**	Developing and broadcasting a series of podcasts and publishing periodicals dealing with administrative topics, issued in electronic and paper form, targeting a segment of interested people from the public and private sectors, academics, researchers, public sector employees, all government, and private institutions, and those interested in administrative knowledge. It is concerned with topics related to public administration, the activities of the Institute and its promotion, in addition to any developments or articles related to human resources.

No.	Program/Project/Initiative	Description
3.4	**Community of Practice Initiative**	It aims to create a community of specialized professionals interested in specific professional aspect, such as human resources, organizational development, and others. This type of learning is based on the exchange of knowledge between the members of the group and their experiences during continuous work and development.
3.5	**Program of local and regional forums and activities**	Launching a range of local and regional forums, conferences and workshops that serve as open and creative platforms for public sector leaders and experts to discuss the challenges and opportunities facing government administration and public policies and how to develop them.

Fourth Strategic Objective: Strengthening partnerships and developing communication and marketing channels, and the achievement of this goal is supported by (6) projects/ initiatives as

No.	Program/Project/Initiative	Description
4.1	**Strengthening Communication, Media, and Partnerships Capacities Program**	This program aims to develop communication and media mechanisms at the Institute, enhance the Institute's visual and media identity, and develop the Institute's communication and partnerships strategy to support the strengthening of the Institute's position as a distinguished center for training at the local and regional levels by supporting the plan with promotion tools and identifying the required partnership standards and available opportunities. It includes developing the communication and media strategy, related policies, and building the capacity of the Institute's team in the field of communication and media.
4.2	**Website development project and enhancing the Institute's digital identity and presence on the Internet and social media**	The project aims to enhance and develop the capabilities of the website and add new features that support the platforms used and interactive services, in addition to developing and enriching the Institute's digital content and enhancing the Institute's website and its appearance on social media by developing and activating its accounts and electronic communication strategies.
4.3	**Launching campaigns to promote the Institute's activities and services using social media and media**	This initiative aims to enhance the Institute's image and form positive impressions of it with the outside world through the use of social media to promote success stories, transformation and development in the Institute's work, and developments in its news, services, and activities.

No.	Program/Project/Initiative	Description
4.4	**Initiative to expand partnership agreements with counterpart institutes and beneficiaries**	This initiative aims to identify new opportunities for networking and concluding agreements and partnerships with institutes, training centers or even beneficiaries, so that the partnership achieves any of the following objectives of the Institute: 1- Enhancing the spatial capabilities and providing facilities for the Institute within the geographical spread needed by the Institute. 2- Participatory development of training packages. 3- Obtaining accreditations for certain certificates. 4- Increasing the number of beneficiaries of the Institute's services from the public or private sectors. 5- Supporting the Institute in strengthening internal and external communication networks
4.5	**Twinning initiative with prestigious international institutes**	This initiative aims to enhance confidence in the IPA at the international level, benefit from the network of relationships and communication available with counterparts and develop twinning programs with prestigious international institutes.
4.6	**The initiative to develop the Institute's programs licensed by accredited international bodies (as a qualification or certification awarder)**	This initiative aims to enhance the Institute's accreditation as a qualification institute or awarder of certificates that are renowned and used on a global level, with a focus on being within the areas of public administration such as project management, specialized certificate in human resources and others.

Fifth Strategic Objective: Developing and enhancing services through digital transformation and innovation, and the achievement of this goal is supported by (5) projects/ initiatives as follows:

No.	Program/Project/Initiative	Description
5.1	**Digital Transformation Project**	This initiative aims to digitize the main procedures and processes at the Institute so that it becomes a paperless institution, managing and implementing its operations and services using modern technologies in accordance with good international practices and standards.
5.2	**The project of developing the e-learning platform (LMS) and adapting artificial intelligence technologies**	The project aims to provide an advanced electronic platform that allows the delivery of training programs by various electronic means through an integrated learning management system that helps in managing e-learning, by enabling content management, providing a training course, and tracking the progress of training. The project also includes enhancing training programs using artificial intelligence and smart training systems, for example through data analysis and learning styles, and customizing e-training programs based on the results. Use predictive analytics, so that they help develop proactive training programs that equip public officials with the skills and knowledge to effectively address emerging issues. The first phase of the Institute's current strategy will focus on building the capacity of the Institute's staff in the field of artificial intelligence and developing a strategy for transformation towards artificial intelligence through the e-learning platform.

No.	Program/Project/Initiative	Description
5.3	**Training Management System Development Project (TMS)**	This project aims to develop an integrated system that helps in managing training processes by directing and organizing all face-to-face training activities and virtual trainer-based training, including planning and scheduling, logistics, resource management, trainer engagement, organizing joint team operations and group collaboration, tracking cost and budgets, managing training data, follow-up and reporting.
5.4	**Project of the Center for the Development and Production of Training and Awareness Programs Using Modern Technologies and Multimedia**	This project aims to strengthen the Institute's capabilities in the production of electronic training programs rather than costly outsourcing, and this includes the provision of professional imaging techniques, audio recording, editing, audio and video processing, and the supporting technologies and software.
5.5	**Establishing a Virtual Innovation and Learning Lab and its Operational Model**	This project aims to establish a laboratory to enable ministries and government agencies in various sectors to develop and experiment with innovative solutions and promote a culture of innovation and creativity in an applied practical manner through an integrated system and a laboratory equipped with various tools that adopt artificial intelligence and various tools such as blockchain, big data, robotics, virtual and augmented reality, the Internet of Things, and others. An integrated policy will also be prepared to promote innovation in this field and strengthen the relationship with partners from the public and private sectors.

Initiatives and projects to achieve the goal associated with enablers (enhancing capabilities and sustaining the outstanding institutional performance of the Institute), supported by 10 initiatives/projects as follows:

No.	Program/Project/Initiative	Description
6.1	**A project to review and amend legislations and the relevant organizational structure, and to institutionalize the relationship with government institutes and other bodies with the aim of achieving sustainability and excellence**	The project aims to review and develop the regulations and instructions governing the work of the Institute, study the organizational environment for the Institute's work and work with partners to improve it. The project also aims to create a legislative and institutional framework that regulates the relationship between the IPA and other institutes, clarifies the roles, scope of specialization, nature of the programs to which each institute specializes, mechanisms to enhance integration and coordination between these institutes and take advantage of the possibilities available to each of them.

No.	Program/Project/Initiative	Description
6.2	**Sustainability and Green Transformation Program**	The Green Transformation Program aims to operate the Institute's operations using carbon-free renewable energy, use products with a lower carbon footprint, and resources in general, more efficiently, while integrating low-carbon environmental resilience development strategies and sustainability aspects into education, training and IPA's overall operations, as well as developing and implementing other internal policies that help conserve resources and promote sustainability positively concerning the environment.
6.3	**Financial Sustainability Model Development and Financing Plan Project**	This project aims to develop the Institute's financial sustainability model based on improving the management of financial resources through the axes of increasing revenues and reducing expenses. In the coming years, the Institute will develop and implement a model that enhances the capabilities of forecasting and financial planning and institutionalizes revenue management through various sources of income through the Institute's allocations from the general budget, the Government Leadership Development Fund, income-generating activities, and donor funding. Future financial planning will help develop clearer, more effective and attractive funding schemes for donors. In the first phase, the project will focus on developing the financial model and financing plan, in addition to conceptualizing and roadmap on the legislative and regulatory foundations necessary to implement the project's long-term axes such as the Government Leadership Development Fund, donor relationship management, as well as exploring the possibility of expanding new partnerships and exploring diverse sources of income.
6.4	**IPA's Capacity Enhancement Program**	The program aims to enhance and build the capabilities of the Institute and its branches through: Enhancing the capabilities of the branches through devices, equipment, and training aids, in a way that reflects the institutional and visual identity of the Institute, improves the level of services and the experience of service recipients, and enhances the ability of branches to play their role within their geographical area. Developing the capabilities of the employees of the IPA through the implementation of specialized training programs to raise the capabilities of the Institute's employees, especially basic and critical positions such as program coordinators, and training of trainers' programs in specialized and common topics. Enhancing the Institute's capabilities in implementing training operations by completing the provision of the Institute with equipment, devices, training aids and requirements such as printers, tablets, smart tablets, training games and others.

No.	Program/Project/Initiative	Description
6.5	**Quality Management Project**	It aims to achieve the requirements of quality management and work according to international standards.
6.6	**Review and development of standard operating procedures and process re-engineering project**	Through this project, the standard operating procedures for all operations and services provided by the Institute are redeveloped and updated to support the implementation of the new strategy, in line with the digital transformation plan, and improve the level of services provided.
6.7	**Jordanian Excellence Model Implementation Project**	This project aims to prepare the Institute for active participation in the King Abdullah II Ibn Al Hussein Award for Excellence in Government Performance and Transparency in accordance with the recently launched Jordanian Excellence Model, enabling the Institute to achieve tangible positive results in the next evaluation cycle.
6.8	**Knowledge Management System Development Project**	This project aims to create an integrated knowledge management policy and system at the Institute, the method of archiving, classifying, dealing with, and organizing information institutionally, the method of investing it, and managing documents and institutional knowledge in an optimal manner.
6.9	**Change Management Policy and Plans Development Project**	This project aims to have an integrated system to adopt change, prepare the institute for changes and upcoming development projects, and prepare a plan that includes all axes, the most important of which is preparing employees to adopt change, preparing a team and integrating them to be active partners in development and providing the necessary resources for that.
6.10	**Risk Management System Development Project**	This project aims to develop and apply an integrated risk management methodology at the institute that includes identifying and prioritizing risks in terms of the likelihood of occurrence and the size of the impact and developing alternative responses and plans in the event of risks.

Key Performance Indicators

The strategic plan (2023-2025) of the IPA aims to achieve six strategic objectives, and a list of performance indicators and basic results has been prepared to measure institutional achievement and performance as shown below:

Strategic Objective	Strategic Performance Indicator
Develop capabilities and talents by providing training that is responsive to current and future actual competencies and needs	Percentage of improvement in the level of satisfaction of service recipients and customer satisfaction with the Institute's services
	Number/ percentage of the Institute's services that have been updated and developed
	Percentage of increase in the number of Jordanian trainees
	Percentage of increase in the number of trainees from outside Jordan
	Number of diploma programs offered through partnerships with international academic institutions
	Number of beneficiaries of professional diploma programs in public administration
	Number of beneficiaries of specialized professional certificates
Preparing leaders and enabling them to lead national trends and contribute to preparing and qualifying women and youth leaders	Percentage of increase in the number of current public sector leaders who benefited from the Institute's programs
	Percentage of improvement in the satisfaction of current public sector leaders with the Institute's services
	Percentage of increase in female leaders in the public sector who benefited from the Institute's services
	Percentage of increase in young leaders in the public sector who benefited from the Institute's services
Supporting government decisions and policies through the development and provision of distinguished consultation services	Number of new training and consultation services added to the Institute's service package
Strengthening partnerships and developing communication and marketing channels	Partner satisfaction rate with the Institute's partnerships
	Number of partnerships activated locally, regionally and internationally
	Percentage increase in the number of joint events with the Institute's partners
	Percentage of increase in media coverage at the Institute
	Number of new internationally accredited training programs (as a qualification or certification)
	Rate of improvement in recipient satisfaction with internationally accredited programs

Strategic Objective	Strategic Performance Indicator
Developing and enhancing services through digital transformation and innovation	Percentage of achievement in the implementation of the Institute's comprehensive plan for digital transformation
	Digital transformation rate of the Institute's services
	Percentage increase in the number of training programs provided by electronic means

Indicators: Enhancing the institutional capabilities and performance of the Institute.

Strategic Enablers Indicators
Number of procedures simplified
Percentage of increase in service recipient satisfaction
Employee satisfaction rate
Employee retention rate
Percentage of improvement in the Institute's revenues outside the government budget
Annual percentage of improvement according to the criteria of the Excellence Model
Percentage of completion in the capacity building plan for the Institute's employees
Percentage of conservation in energy and resources
Percentage of implementation of the training plan