



## e-Government Strategy 2014-2016

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# 1. Document Control

## 1.1. Version Control

Version	Status	Created by	Date	Comments
V 1.0	Draft	MolCTve-Gov.	30 December, 2012	Submitted to be Review
V 1.1	Draft	MolCTve-Gov.	17 March, 2013	Submitted to be Reviewed Internally
V1.2	Draft	MolCTve-Gov.	7 April, 2013	Submitted to be Reviewed by CIOs
V1.3	Final Draft	MolCTve-Gov.	15 April 2013	Not Published

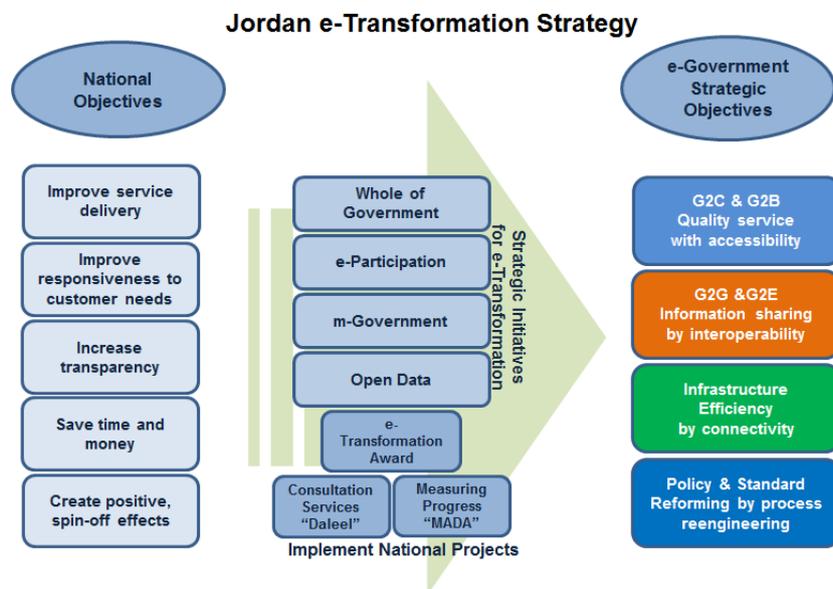
## 1.2. Approvals (In Progress)

Name	Role	Date

## 2. Executive Summary

This document presents a strategy for development and implementation of electronic government “e-Government” in Jordan. E-Government in Jordan is dedicated to delivering services to people across society, irrespective of location, economic status, education or ICT ability. With its commitment to a customer-centric multi- channel approach, and by closely aligning with the National Agenda and National ICT Strategy, e-Government will contribute to Jordan’s economic and social development, as well as the transformation into a competitive, innovative knowledge society. This can be achieved by consolidating government resources, engaging greater citizen participation in the local economic development and facilitating citizen access to government services demonstrating more citizen empowerment and less government control over public data. e-Inclusion, the participation of all in e-government is imperative to promote economic and social empowerment through ICT for all citizens including vulnerable groups pre-identified by the UN as the Poor, illiterate, blind, old, young, immigrants and women<sup>1</sup>.

The Strategy crystallizes this vision into objectives; it presents priority e-Government initiatives, tools and projects (as shown in the following figure); and it identifies targets and milestones to facilitate performance control and raises accountability by clearly defining the responsibilities of key stakeholders.

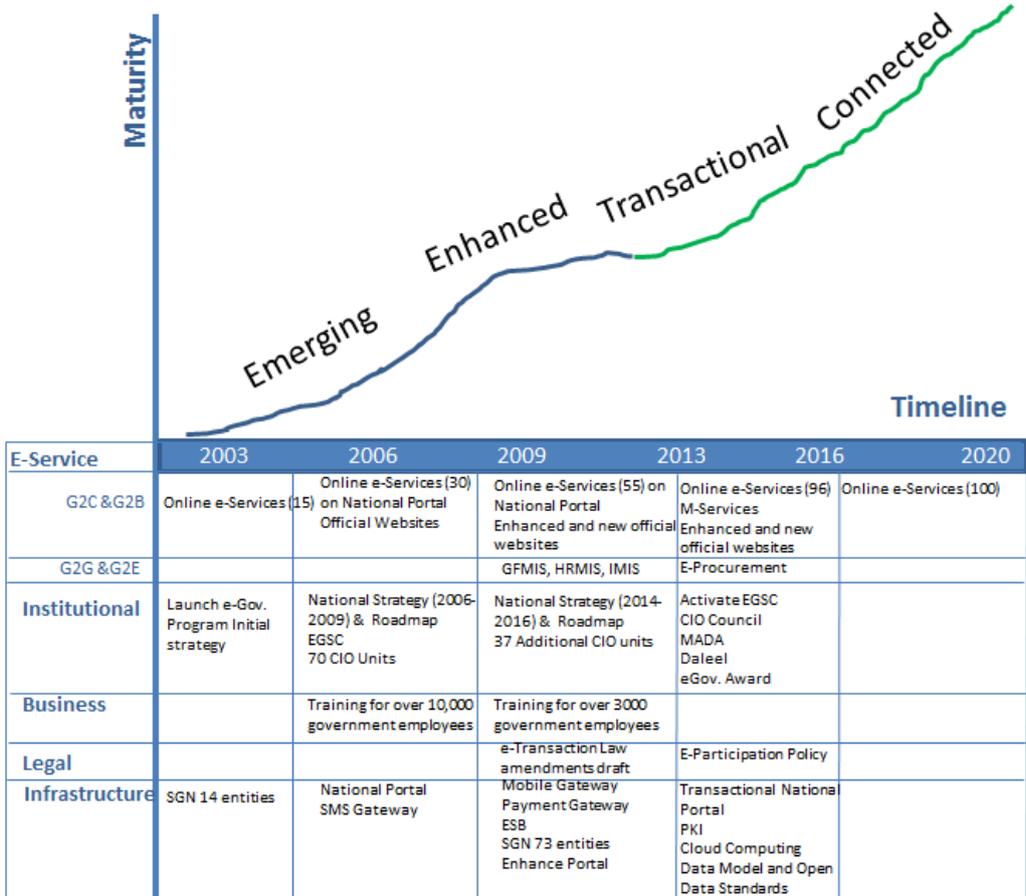


**Figure 2.1: Jordan e-Transformation Strategy**

<sup>1</sup> 2012 UN nations e-government Survey towards a more citizen-centric approach, <http://unpan1.un.org/intradoc/groups/public/documents/un/unpan047965.pdf>

The Strategy emphasize the e-Government role of encouraging and motivating government entities to deliver high-quality customer-centric and performance-driven services to e-Government beneficiaries while transforming from traditional service delivery to more effective and efficient service providers to their beneficiaries (Citizens, Residents, Visitors, Businesses, Government Entities and Government Employees).

The four stages of e-transformation are evolving around the maturity of service delivery (emerging, enhanced, transactional, Connected). Government of Jordan is aiming to achieve the transactional stage by end of this Strategy term. Jordan is currently is in the late enhanced stage given that Government of Jordan offer more sources of information through the National Government Portal ([www.jordan.gov.jo](http://www.jordan.gov.jo)), the National Contact Center (NCC), the National Mobile Portal and National SMS Gateway.



**Figure 2.2: Jordan e-Transformation current and target maturity**

Today Citizens and Businesses have access to about 85 e-Services on the National Government Portal four of which are transactional and three of those services offer online payment through the Jordan Payment Gateway (JoPAY). Many more online information and

interactional services are offered on government official websites as detailed in Annex 8.1. The National Mobile Gateway and SMS Gateway (94444) offer 40 Government e-Services that are offered by 22 government agencies while the NCC (06-5008080) is currently serving citizens and businesses by answering calls for 22 government agencies regarding over 200 services in addition to receiving citizens' complaints and suggestions against government services. In addition, as of today, 77 government Agencies have subscribed to National SMS Gateway push services.

The fast evolvement of ICT has offered government multiple service delivery channels. Since beneficiaries vary in their literacy, location and accessibility to those channels, they require diverse service provision. Internet has proven to be the least effective channel to reach Jordanians. Mobile penetration has exceeded by far all expectations and should be utilized as one of the main delivery channels in Jordan. Ultimately, e-Government services should transform the way all beneficiaries interact with government.

All Government Agencies must provide service-oriented, customer-centric, and results driven services and engage beneficiaries in the design of these services. All services must be provided through The aforementioned service delivery channels that are offered by the Jordan e-Government Program to all Government Agencies as shared services.

Furthermore, Government Agencies must integrate with available composite services such as the Government Finance Management Information System (GFMIS) by Ministry of Finance, Human Resource Management Information System (HRMIS) being developed by the Civil Status Bureau and Inventory Management System that is developed by the General Supply Department.

This document represents an important cornerstone in the e-Transformation in Jordan using lessons learned from Jordan's implementation of 2006-2009 Strategy and outlined Roadmaps (2006-2009 and 2010-2013) respectively. In leveraging global best practices, this Strategy will guide the government and other key stakeholders whose ownership and leadership are vital to delivering e-Government services in Jordan.

### **e-Government Stakeholders**

E-Government beneficiaries, Government entities, the e-Government Program, the National e-Government Steering Committee, the soon to be established CIO Council, Private sector and non-governmental partners, Political leaders, are all stakeholders of e-Government.

In a customer-centric world, e-Government starts with beneficiaries (1. Individuals including citizens, residents, visitors, tourists, 2. businesses, 3. government entities and 4. government employees), who are the primary stakeholders of e-Government. As the providers and beneficiaries of e-Government services, Government entities and the e-Government Program are also major stakeholders. Ministry of Public Sector Development is key stakeholder to achieve public reform that is essential for e-transformation and service delivery.

Increasingly, private sector partners are becoming more involved in services delivery to beneficiaries and in providing operational control and infrastructure maintenance services. INT@J has and continue to have an important role to bridge the gap between needed services and private sector qualification to carry out the e-transformation projects tendered by the public sector.

As representatives of citizens, Jordan's political leaders such as legislators and policy makers such as Legislation and Opinion Bureau (LOB), Prime Ministry and the Parliament are in many ways the ultimate owners of e-Government. Commitment, engagement and active ownership at the highest political levels are vital drivers for accountability of government entities, e-Government progress; public investment in core e-government efforts, and policymaking needed for e-Transformation.

To solve the current inwardly focused approach, routine based bureaucratic culture, and to reverse the citizens dissatisfaction with government service delivery, each government entity must produce and implement a clear strategy that aims to transform the Enterprise and increase the user uptake of e-Services, taking into consideration: Revising business process and regulations and instructions pertaining to service provision in e-mode; taking outward look into service delivery according to user needs; taking measures to ensure user confidence in making transactions online, promoting and managing change in the public sector culture to achieve professionalism, Transparency, and accountability while optimally utilizing existing infrastructure as well as shared and composite services that are available to all government entities.

Jordan government will focus on implementing the following major strategic initiatives toward e-Transformation and against which all government entities will be measured, ranked, reported and accordingly rewarded: :

### **1. Whole of Government Approach**

To improve government efficiency and enable each entity to focus on its core functionality rather than managing administrative and financial systems, government must work as a holistic government by organizing and standardizing processes across government entities around user needs. This will solve the current silos of public sector which create redundancy and fragmentation in government. This approach can also enable different entities to reap the benefit of information sharing to facilitate service provision and reduce the burden on citizens in term of running around different agencies to authenticate documents and clearances.

In the next 3 years (2014-2016) the government will work diligently to utilize the existing shared and composite services, integrate related vertical services and integrate government systems through Enterprise Service Bus (ESB) for the purpose of providing cross governmental services.

## **2. e-Participation and e-Inclusion**

The government must keep up with latest communication and participation tools in order to build rapport with their beneficiary such as discussion forums, web logs, surveys, polls, and live chat. To reach the vast majority of Jordanians, the government must be active participants on Facebook, Twitter, LinkedIn and other popular social media as they become available.

Furthermore, government entities will have an opportunity to promote their services through social media and collect beneficiaries' feedback on how to improve and develop these services.

## **3. Mobile Government**

The government will work dynamically to capitalize on the wide spread use of mobiles by offering services through this 100+ % accessible channel. Mobile coverage have reached all geographic locations in the Kingdom of Jordan through three main mobile service providers operated by the private sector and regulated by Telecommunication Regulatory Commission (TRC). Jordan Central Bank is aiming to implement a mobile payment solution by end of 2013. The solution will be built on open standards and will be aligned with global standards as well. All entities are required to provide their services on mobile devices as the first choice of delivery channel.

## **4. Open Data**

Government is not the only service provider, but it possesses vast range of data pertaining to all aspects of citizens' lives. Some of the data are confidential and should not be shared without citizen's consent, but wide range of data does not fall under confidential classification and can be published or provided as platform independent downloadable and searchable databases that are built based on open standards. Since knowledge is power, Open data will serve as an invitation to all citizens to provide informed feedback to the government which will contribute to policy making and shaping service delivery design.

Open data, not only will enhance transparency, but also, it will offer entrepreneurs and Non-Government Organizations (NGOs) such as Unions, Agencies, and Associations to use this data to produce non-governmental services that cater to targeted segments of society especially vulnerable groups , citizens with disabilities and chronic diseases and the unemployed.

## **National e-Government Tools**

The e-Government Program will implement three national projects that will serve as guiding, motivational and awarding tools: "Daleel" project will provide a packaged guidance tool to all

government agencies for achieving e-Transformation. "MADA", which is an Arabic word for "Extent", project is a national measurement tool that will annually assess the extent of accomplishment and e-Transformation maturity for each government service provider and their contribution to the aforementioned strategic initiatives. And last but not least, the e-Government Award that will reward acknowledge and highlight the accomplished government agencies in certain e-Transformation preselected categories.

### **Critical Success Factors**

For the ultimate success of e-Transformation in Jordan, the e-Government program must be empowered to secure the buy in from the Government entities in addition to other Important critical success factors for e-Government in Jordan including:

- Sponsorship and buy-in from leadership at all levels in government through true activation of National e-Government Steering Committee eGSC.
- Availability of resources, for example budgetary support, existing ICT assets and other intangible assets such as ICT, e-Transformation and business skills.
- Availability of laws and regulations that support the implementation of e-Transformation
- Appoint influential CIO council in addition to cooperation and harmony among government entities in decision making for e-Transformation initiatives
- Ability and willingness of government entities to document and share their business requirements, processes, services, data and strategies.
- Private sector capacity to participate in and support e-Transformation.
- Sustainability of the e-Government Strategy implementation despite political changes.

## 3. Introduction

### 3.1. Background

The Government of Jordan's national e-Government initiative, launched by His Majesty King Abdullah II, aims to drive the nation's transformation into a knowledge society that is founded on a competitive, dynamic economy. Jordan remains committed to this national vision. As part of its efforts to transform its society, economy and government, Jordan has developed a national e-Government strategy that aims to:

- Deliver high-quality demand driven services to government beneficiaries in a phased approach;
- Improve government performance and efficiency;
- Enhance Jordan's competitiveness;
- Ensure public sector transparency and accountability;
- Reduce indirect cost of obtaining services (transportation, time..)
- Increase ease of interacting with government;
- Promote development of Jordan's ICT sector;
- Develop skills within the public sector;
- Boost e-commerce activities; and
- Improve information security and end user privacy.
- Mitigate the risk through a coordinated approach involving technology tools, policy guidance, and training.

Jordan e-Government Program was launched in 2001 and outlined its initial strategy roadmap (2003-2006). Since 2001, e-Government has completed the following projected:

- The E-transaction Law no. 85 of 2001.
- Completion of the first phase of the Secure Government Network (SGN) which provides connectivity, internet and email services to 18 government entities.
- Preparation of five "fast track" vertical e-services for government departments<sup>2</sup> already launched.

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<sup>2</sup> Including Drivers and Vehicles Licensing Department, Income Tax Department, General Sales Tax, Department of Lands and Survey, Companies Control Department and Telecommunication Regulatory Commission

- Establishment an Operations Center that hosts the SGN and will eventually host other e-Government components and services.
- Launch of National Portal—first phase of the e-Government Portal offering information and directory services about the Government of Jordan. Ultimately, the portal is a “one stop shop” for user interaction with all Government of Jordan entities.

In 2006, the program has produced a National e-Government Strategy and Roadmap (2006-2009) and since then, the following projects were completed:

**Institutional Level:**

- Establishment of the e-Government National Steering Committee.
- Establishment of e-Government Units in 107 government entities.
- Establishment of cooperation framework between e-Government Program and the Ministry of Public Sector Development where a Memorandum of Understanding was drafted and signed to outline both parties roles and responsibilities.
- Establishment of reporting mechanism between:
  - Government entities and e-Government Program.
  - E-Government entities and National Steering Committee.
  - National Steering Committee and the Prime Ministry

**Infrastructure Level:**

- Completion of four phases of the Secure Government Network (SGN) connecting total 84 out of the targeted 120 government entities.
- Launch of SMS Gateway that supports 77 government entities.
- Launch of the first phase of the National Contact Center (NCC) in December 2008. The center currently supports the 22 government entities connected to the SGN
- Completion of comprehensive information security roadmap for the Government of Jordan, produced as part of the Security Assessment Project.
- Launch of Jordanian Payment Gateway in 2010 to which 13 government transactional e-services are integrated, only 3 of which are currently activated.
- Launch of Enterprise Service Bus in 2010 to which 2 entities are currently integrated and in progress of integrating 17 more entities by end of 2013
- Launch of Mobile Portal in 2011 that provide 40 e-services to mobile customers.
- In progress of developing projects in:

- Cloud Computing Infrastructure.
- Phase 4 of SGN – 2nd Wave: Connecting 10 more government entities on the SGN.
- Public Key Infrastructure (PKI)
- Enterprise Project Management (EPM)

**Business Level:**

- Provision of over 13000 training opportunities including programs on ICT literacy, project management, vendor certified training programs and IT professionals.

**Governance and Legal Level:**

- The National Information Security Policy approved on 28 October 2008.
- Ministry of Finance instructions regarding government fee collection through electronic methods (2008).The National Information Security Center (NISC) Computer Emergency Response Team (CERT) Strategy on 29 June 2010.
- The government of Jordan issued the Information Systems Crime Temporary Law No.30 for the year 2010.
- Revised E-Transaction Law is drafted and awaiting issuance.
- The Licensing, Accreditation and Regulation of Certification Authorities Bylaw (is already drafted and was submitted Law and Opinion Bureau (LOB)

**Service Level:**

- Definition and prioritization of the e-Government Portfolio of cross-governmental services for the Second Wave of the e-Government Program for the coming three years (2014-2016).
- The development and launch of over 90 vertical e-services that are currently posted on the Government Portal ([www.Jordan.gov.jo](http://www.Jordan.gov.jo))
- Completion and Launch of a number of e-Government projects in:
  - National Library on 10 June 2010
  - Driver and Vehicle License Department on 21 October 2010
  - Non-Criminal Certificate eService for Ministry of Justice on 26 of October 2010
  - Vocational License eService for Greater Amman Municipality on 26 January 2011
  - Income and Sales Tax Department e-Services in 2011.

- In progress of developing projects in:
  - Department of Boarder and Residency e-Services (Expected to launch January 2013)
  - Civil Status and Passport Department e-Services (Expected to launch Dec 2013)

### 3.2. Document Purpose

This document presents a strategy for e-Government in Jordan. It is designed to closely link Jordan's e-Government efforts with national priorities.

This e-Government Strategy is a product of a collective effort and participatory engagements between e-government program and stakeholders. The program has conducted workshops to gather feedback from all internal and external stakeholders in collaboration with international agencies such as ESCWA and KOICA. Ministry of Public Sector Development has been our copartner in outlining this strategy aligning their efforts of public reform and service improvement with our call for e-transformation in the government.

Feedback from the private sector was solicited through INT@J. The program has also consulted with National Information Technology Center (NITC) liaisons and selected accomplished Chief Information Officers (CIOs) of currently established e-government units at government entities.

e-Government Strategy will guide e-Government implementation for the 2014 - 2016 period by:

- Measuring the Extent of Jordan government e-transformation;
- Emphasize the e-Government role of encouraging and motivating government entities to deliver high-quality customer-centric and performance-driven services to e-Government beneficiaries;
- Presenting priority e-Government initiatives and services to all government agencies;
- Identifying targets and milestones to ensure performance excellence; and
- Raising accountability by clearly defining the responsibilities of key stakeholders.

E-Government in Jordan at all times will seek to be guided by international standards and best practices, tailored to Jordan's specific requirements and constraints.

The Strategy is intended to guide the efforts of government entities and other key stakeholders, whose ownership and leadership are vital to delivering e-Government services in Jordan.

### 3.3. Document Structure

The document consists of four main sections:

**e-Government in Jordan** – describes Jordan’s e-Government vision, objectives and essential stakeholders in its e-Government readiness and success.

**Strategic Objectives of e-Government** – describes the four major components that serve as the foundation for the delivery of e-Government services and information.

**e-Government Performance Indicators** – describes approaches to measuring the progress of e-Government at the national, Program and project levels by application of key performance indicators (KPIs).

**Critical Success Factors and Risks** – describes the major factors that will impact the success of e-Government in Jordan as well as the most significant risks in e-Government.

## 4. e-Government in Jordan

### 4.1. National e-Government Vision

**“E-Government in Jordan is dedicated to lead the government into e-transformation by delivering demand driven services to people across society, irrespective of location, economic status, education or ICT ability”**

With its commitment to a customer-centric approach, e-Government will contribute to the Kingdom’s economic and social development.

### 4.2. Alignment with National Agenda

E-Government in Jordan is not a policy standing in isolation; it is an integral element of the Kingdom’s National Agenda.

Jordan’s overall strategy and objectives for e-transformation must align with larger national priorities for socio-economic development and enable government entities to provide services from beneficiaries perspective and not just automate the current procedures.

Consistent with The National Agenda, e-Government will, among other things, contribute to improving:

- **Citizens’** opportunities for social development.
- **Government’s** openness, effectiveness and efficiency in serving citizens and businesses, as well as governmental efforts related to financial reforms and skill development for public sector employees.

- **Businesses'** ability to innovate, invest and grow in an environment that is transparent, less costly to do business and less bureaucratic.

### 4.3. National e-Government Objectives

E-Government will drive a paradigm shift in Jordan by delivering better services and better government. To achieve this, e-Government in Jordan has set key, measurable objectives:

- **Improve service delivery** and the quality and speed of government's interaction with citizens and businesses as well as among government entities.
- **Improve responsiveness to beneficiaries needs** by using new accessible channels to provide public sector information and services.
- **Increase transparency** of government by increasing the availability of information and accessibility to services.
- **Save time and money** by improving efficiency in government processing, in part through use of common technology standards, policies and a federated architecture, as well as contributing to financial reform within the public sector.
- **Create positive, spin-off effects** on Jordanian society through the promotion of ICT skills development within government, businesses and households that will strengthen Jordan's economic competitiveness.

To succeed, e-Government requires a major shift in public sector perspectives. Public entities must see citizens, businesses and other government entities as their beneficiaries and focus on needs of these beneficiaries. In other words, they must become more customer-centric.

E-Government can also help change how citizens, businesses and employees see government. However, government must change first. To be truly customer-centric, the cultural and operational practices of government require fundamental transformation. A true service orientation must define everything it does, and it must be constantly results-driven in its execution.

### 4.4. e-Government Stakeholders

E-Government by definition requires the active participation of many stakeholders, both within and outside government. Together, these stakeholders share ownership of e-Government.

The primary stakeholders in Jordan's e-Government are:

#### **e-Government** beneficiaries

In a customer-centric world, e-Government starts with beneficiaries — the people who use e-Government services. beneficiaries represent a wide variety of needs, expectations and interests, and fall into three general categories:

- **Individuals** including Citizens, residents, visitors, tourists, government employees and others with interest in Jordan.
- **Businesses.**
- **Government agencies.**

## **Government**

Government plays a leading role in e-Government, not only as a user of shared services, but also as a policymaker, owner, coordinator and regulator.

Individual government entities are essential actors in e-Government as the main providers of e-services according to Jordan Government Architecture Framework and reference model.

Government entities retain ownership over their services and data. Government may share ownership of services at the business level with non-governmental partners (another category of stakeholders), for example in public – private partnerships.

In all cases, however, government entities remain responsible for complying with technical and non-technical standards, policies, methodologies, processes and specifications issued by the e-Government Program in connection with the establishment of a service-oriented, enterprise architecture. They must develop their e-services consistent with that architecture.

## **e-Government Program**

The e-Government Program is the facilitator and enabler of e-Transformation. It is responsible for leading, monitoring, evaluation and supporting the government agencies toward e-transformation. The program responsibilities include:

- Setting strategic directions for e-Government in Jordan as endorsed by the National e-Government Steering Committee (eGSC) and approved by the Cabinet;
- Continuing to Develop, issue and maintain standards;
- Providing Support and consultancy services;
- Continuing to develop and maintain shared components and services to facilitate back-end integration and access to delivery channel while promoting the implementation of standards and specifications that will facilitate reaching a connected government;
- Operating the e-Government services that are hosted by e-Government Program;
- Budgeting for e-Government needs at the e-Government Program level;
- Performance assessments and monitoring (with higher authorities directing follow-up or corrective action); and
- Periodic reporting on the implementation of e-Government to the National e-Government Steering Committee eGSC.

On the business level, e-Government involves a coownership among stakeholders. The e-Government Program has day-to-day ownership over certain initiatives that enable government entities to provide better services to their beneficiaries. It is in effect the owner of shared services. With respect to composite e-services, the Program has a consulting role to respective business owner. The development of vertical and cross governmental services are the responsibility of each respective service provider while e-Government program provide consultancy services to enable these entities to successfully implement and launch those services to government beneficiaries.

The Program is also responsible for helping strengthen e-Government readiness and adoption within government, for example by building essential ICT components, developing change management tools and setting standards. For many other matters, the Program may offer selective assistance or support services.

### **The National e-Government Steering Committee**

The National e-Government Steering Committee was established in 2007. In the past 5 years, the committee was chaired by the Minister of Information and Communication Technology and his deputy the Minister of Public Sector Development with members representing selected government agencies without representation from the private sector. The committee was scheduled to meet quarterly. It was found that this frequency is not enough to provide effective and timely corrective actions when needed. The Steering committee will increase the frequency of meeting to at least once a month and will include a representation from the private sector.

The Committee will continue to follow up on the progress of strategy implementation and submit its report to the Prime Ministry. The Committees main responsibilities will remain escalating issues hindering the progress of e-Transformation to Prime Ministry, the outlining of implementation policy of the e-Government in Jordan; ensuring the public sector commitment to implement e-Government Strategy, taking decisions in regard to implementation priorities, promoting the need for accelerating of legislating e-Transformation related laws and regulations, and monitoring the progress and taking corrective actions when necessary.

### **CIO Council**

In the past five years, e-government program has taken all measures to ensure the establishment of CIO units in 107 government entities. Although the role of these units are not full activated yet in most entities, Few number of Chief Information Officer (CIOs) have emerged with innovative ways to improve the service level of their organizations and achieve major accomplishment in their entities' e-transformation. Thus the feasibility of establishing a CIO Council has become possible with the emergence of such group. The council will be headed by the Director of Jordan e-Government Program and it will be a representative forum of senior managers currently responsible of Technology, ICT and/or e-Government roles in their agencies.

The council will participate in the preparation and follow up on the implementation of National e-Government Strategy. It will also be responsible to follow up the progress on key ICT and e-government issues. The Council will provide expert input to decisions and actions to maximize the positive impact of ICT and e-Government on Public Service e-transformation and services to beneficiaries.

### **Political Leaders**

As the people most directly accountable to citizens (and all other beneficiaries of e-Government services), political leaders are major stakeholders in e-Government. Indeed, as representatives of citizens, Jordan's political leaders are in many ways the ultimate owners of e-Government, together with beneficiaries.

Political commitment, engagement and active ownership of e-Government at the highest levels of government are vital to its success. Specifically, e-Government asks political leaders to:

- insist on accountability of government entities for e-Government progress;
- secure adequate public investment in core e-Government efforts;
- drive public sector reform that is essential for e-Government service delivery; and
- support the policymaking needed for e-Government.

### **Private Sector and Non-government partners**

e-Government involves the participation of non-governmental stakeholders. The services of industry providers have long been procured for the building of ICT infrastructure. Increasingly, private sector partners are becoming involved in the direct delivery of e-services to beneficiaries, not only as the service provider but also as the source of financing and infrastructure maintenance.

The role of industry and other non-government partners as e-Government stakeholders will likely continue to grow as more governments use public – private partnerships and other alternative financing / management models to deliver e-Government services.

## **4.5. National e-Government Tools**

The Jordan e-Government will launch three main initiatives during the period of this strategy that aim to provide incentives for government entities to pay more efforts toward e-Transformation to better serve their beneficiaries and improve the overall progress of Jordan achievements compared with regional and global countries.

#### 4.5.1. e-Government Award

The “e-Government Transformation Award” is a competition that awards the excellence in transformation achievements in the area of information technology & e-government. It aims to create an awareness of e-government and achieve key objectives such as enhancing knowledge on how to succeed and sustain e-transformation.

Furthermore, the Award will facilitate cross-organizational knowledge sharing by showcasing achievements and projects that depict organizational success stories. We are proposing to implement “e-Government Transformation award” in Jordan, as a way to encourage government entities in developing their systems in all aspects, and be known as a leading country in this field. The Award should become the cornerstone to encourage Jordan entities, individuals and organizations to innovate in ICT related fields to enhance the Kingdom’s transformation to electronic community according to the government’s vision.

The main objective of this Award is to encourage entities, individuals and organizations succeed and develop their creativity in the field of e-government in information and communication technology to promote e-community.

#### 4.5.2. « MADA » Measuring e-Government e-Transformation

As part of Jordan e-Government Program mandate to follow up on the progress of e-Transformation in Jordan, the program will launch a project starting January 2013 as a tool for measuring the extent of such e-Transformation which will be conducted semi-annually based on predefined global standard methodology, indicators and criteria. This will assess the extent each entity’s progress toward e-Transformation in the framework of its Enterprise Architectures. An annual report will be issued to summarize the conclusion of the assessment and will be submitted to the Prime Ministry through the National e-Government Steering Committee.

The measurement will achieve major objectives:

- Determine the challenges facing government entities in the process of e-Transformation
- Enable decision makers and e-Government Program to outline corrective policies that correspond to such challenges
- Motivate government entities to give more priority to become e-Transformation leaders.

#### 4.5.3. « Daleel » Business Development

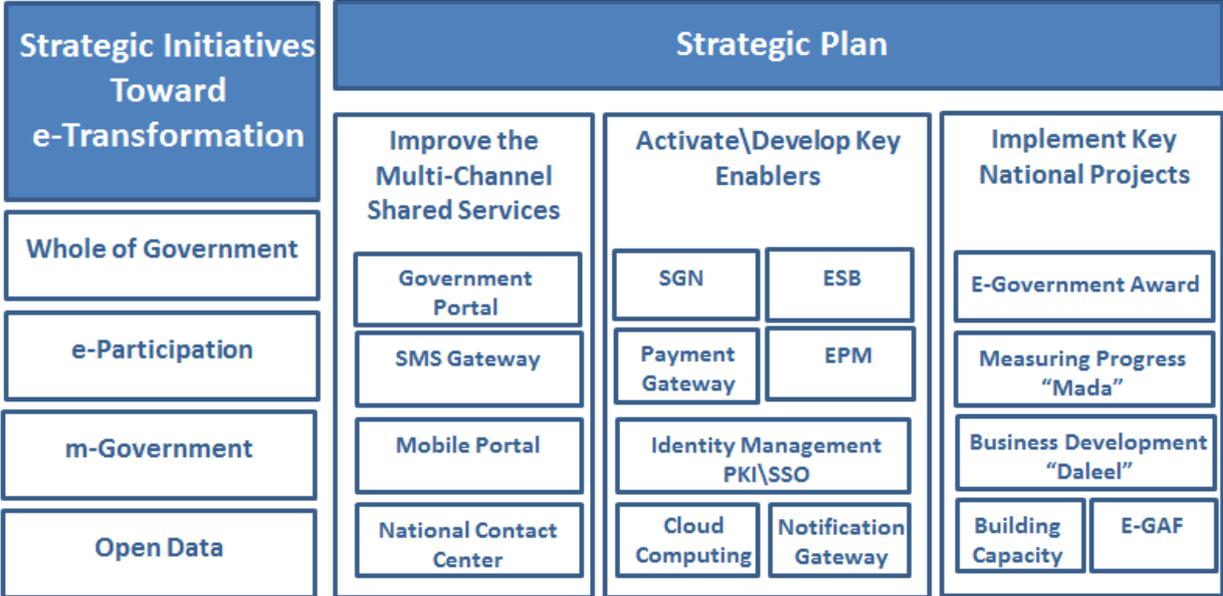
The Jordan e-Government will launch initiative guiding tool to promote e-Government consulting services toward business development and employ accumulative knowledge and experience in enabling government entities to achieve e-Transformation.

“Daleel” is an Arabic word for guide. The e-Government Program will upgrade the currently produced kits and manuals into user friendly guidebooks of the program’s consulting services in all e-Government specialty areas. The guidebooks will be disseminated to all government entities to ensure that implementation is based on Industry and global standards. “Daleel” will provide a catalogue of service list that can be provided by the e-Government Program to all government entities.

During the period of this strategy, the e-Government of Jordan will pay more efforts and focus on the enablement of sectors that provide services to disadvantaged groups in Jordan. For example, poor, disabled and senior Jordanians are served by government entities in the social development sector including Ministry of Social Development, National Fund Aid, Medical Insurance Directorate and so forth. On the other hand, unemployed citizens are being served by entities such as Ministry of Labor, Civil Service Bureau, Vocational Training Corporate, Development and Employment Fund, Social Security Services.

# 5. Strategic e-Government Initiatives

In the process of e-Transformation, the Jordan Government will concentrate its effort in the upcoming 3 years to launch and start implementation of major strategic initiatives.



e-Government is not about technology or automating systems, it is about improving the provision of public sector services. e-Transformation is the process of transforming into an innovative and effective IT-enabled service provider.

The government sole existence is to serve people and improve services provided to them. There is a need to have an outward rather inward look into developing quality services. Quality is the value perceived by its recipient. Therefore, the quality of a service is determined by the value it brings to its beneficiary. We need to look to our government beneficiaries and understand what they value, then plan and implement accordingly.

Most government entities in Jordan has impressive accomplishment in term of building their internal infrastructure and automating their administrative and application systems. However, beneficiaries are not receiving tangible benefits from these investments yet. All efforts so far have been IT driven rather than beneficiaries driven and are not conforming with the vision, strategy, organizational structure, and legal requirements of these entities. As a result, the public sector has ended up with the development of redundant systems where in some cases do not comply with industry standards. Thus facing challenges of data exchange through integrating government systems with shared services or with other government systems.

The objective of e-Transformation is to increase the maturity in government agencies and enhance beneficiaries' experience. Each government agency must develop e-Government Transformation Strategic Plan which incorporates the optimal use of information and communication technology as well as the utilization of already developed shared services and multi-channel access taking into consideration the alignment between the four domains of Enterprise Architecture: Business Architecture, Application Architecture, Data Architecture and Technology Architecture.

The ultimate objective of such plan is to help each entity become customer-centered, service focused, efficient, process driven and result oriented. The plan must be mainly focused on improving the entity's processes, connecting to its beneficiaries through demand driven e-services and building industry standard integration within the entity and across the government entities.

This plan should align enterprise resources including vision, business, processes, data, applications, technical infrastructure and staff to improve the quality of delivered services by re-engineering and simplifying business process, streamlining government operations, and using industry standard Enterprise Architecture Framework.

The following key e-Government responsibilities are necessary for successful e-Transformation:

**National e-Government Steering Committee eGSC:**

- Exercise direct follow-up related to e-Government services delivery progress and enforce corrective actions where necessary
- Regularly report on e-Government progress to Prime Minister / Cabinet.

**e-Government Program:**

- Set direction in terms of e-Government priorities at national level
- Update Jordan Government Architecture Framework (JoGAF) that is based on Industry Standards.
- Provide consultation services related to Enterprise Architecture and Strategic Plan development to government entities that are selected according to National Priorities

- Developing a reference model that will serve as guides to all government agencies by providing all necessary standards, templates and forms.
- Organize, sponsor and coordinate Working Groups to build capacity in government agencies in areas related to e-transformation.
- Act as central coordinator for e-Government Units (and develop training modules for them, as needed, as part of its Support Services offering).
- Regularly report on e-Government progress to the National e-Government Steering Committee eGSC and Prime Minister / Cabinet.
- Evaluate the developed e-Government Transformation Strategic Plan outlined by each entity as part of the “Mada” Initiative measuring the extent of e-Transformation in that entity.

### **CIO Council**

- Monitor e-Government performance nationwide
- Assist in monitoring compliance with e-Government policies, regulations and standards (technical and non-technical).
- Assist in raising awareness, acceptance and commitment from key stakeholders for e-Government.

### **Government Entities:**

- Develop e-Transformation Strategic Plan for each respective government agencies.
- Utilization of Government Shared and Composite services to capitalize on national investments.
- Use of e-Government guides, tools and methodologies disseminated by the e-Government Program to government entities.
- Contribute to Government Journey toward e-Participation, m-Government, Open Data and providing services using whole of government approach by coordinating with all stakeholders to provide a one stop shop window of services to all government beneficiaries.
- Participate in current and future Working Groups established to coordinate e-Government related efforts.
- Establish e-Government Units based upon organizational chart and job descriptions developed by the e-Government Program.

- Regularly report on e-Government progress to the National e-Government Steering Committee eGSC and to Prime Minister / Cabinet in coordination with the eGSC and the Program.

#### **Ministry of Public Sector Development:**

- The Ministry of Public Sector Development has primary responsibility towards driving and facilitating the successful business level transformation of government, in coordination with the e-Government Program.

### 5.1. Strategic Initiatives:

#### 5.1.1. Whole of Government Approach

The value of e-government will increasingly be defined by its contribution to national development. Governments take holistic approach to mainly achieve transformation in services provided to citizens. Connected government is a stage of maturity of online service development that enables governments to connect seamlessly across functions and entities to deliver effective services to government beneficiaries. Whole-of-government approach is a strategic tool and an enabler for public service innovation and productivity growth that can be achieved through an optimal utilization of technology. This approach will attain strategic objectives such as enhancing beneficiaries' experience, increase their uptake, and achieve their satisfaction.

##### 5.1.1.1. Need

It is a national priority to improve the quality of life for Jordanian citizens in particular and all government beneficiaries in general by having a better and seamless government services. The time, money and efforts that will be saved from running around agencies to obtain one service can be invested into other aspects that can contribute to socioeconomic development.

The government entities will benefit from connecting with other entities by sparing themselves the cost of data redundancy; simplifying bureaucratic procedures, reducing transaction costs and providing services with greater efficiency. On the other hand, government beneficiaries is in desperate need for faster service deliver and increased flexibility of receiving public services especially those that visiting several government entities to obtain.

##### 5.1.1.2. Current Status

The Jordan e-Government has developed the e-Government Architecture Framework which outlined the Industry standards for developing solutions. The current Architecture Framework was disseminated to all government entities. Several workshops were conducted by the e-Government program to train respective public employees on the embedded standards and raise awareness of the importance of complying with it.

The Jordan e-Government has also launched the Enterprise Service Bus (ESB) and connected 84 entities on the Secure Government Network (SGN) paving the way to government entities to utilize these share service to integrate their systems in a secure, fast, reliable environment. Two pilot entities were integrated via ESB and 17 more are expected to be connected by End-2013 targeting to serve National Aid Fund agency by connecting it to all government entities necessary to take faster measures in serving the low or no income families in Jordan. In addition, the Jordan e-Government on the verge of launching an infrastructure for cloud computing which will be available to all government entities.

Furthermore, Civil Service Bureau have developed the Human Resources Management Information System (HRMIS) and the Ministry of Finance has implemented a Financial Management Systems (GFMS). General Supply Department has developed Inventory Management System. These three centralized administrative systems are being rolled out to all government entities to consolidate these administrative systems in the government.

All government entities currently have web presence through the Government Portal and each also have an official website of its own. All government entities provide informational and most offer interational services while very few provide their beneficiaries with transactional e-services. Therefore, currently Jordan is considered to be in the late enhanced phase of government transformation.

#### **5.1.1.3. Direction**

Jordan government will transition to connected government by shifting from a structurally fragmented government entities to a whole-of-government by collaborating and streamlining while using industry standards and best practices across governments so as to encourage and enable sharing of information in a seamless manner.

All government entities must ensure that e-Services and e-Solutions in the next seven years cut across the all government spectrum in a seamless manner. Also, Information, data and knowledge must be transferred between government agencies through the Enterprise Service Bus rather than peer to peer. This will enable Jordan Government to focus on citizen-centric approach, where eservices are targeted to citizens through life cycle events and segmented groups to provide tailor-made services.

The priorities in connecting government agencies are mainly to provide cross governmental services that have tangible impact on citizens lives National GDP such as Aid Fund, Work Permit, Property Registration, and medical insurance.

#### **5.1.1.4. Division of Responsibilities**

The following key e-Government responsibilities are necessary for successful transition to Connected Government:

##### **E-Government Program:**

- Produce and updated Jordan Architecture Framework (JoGAF) based on industry standards and disseminate it to all government entities.
- Train respective staff on the updated JoGAF.
- Continue to activate, maintain and develop the existing shared services to enhance government consolidated infrastructure datacenter and interconnectivity including SGN, ESB, Cloud Computing and National Portals and Gateways and ensuring that proper security measures are applied.
- Determine, in collaboration of MoPSD, national priorities in focusing e-Government program time, resources, and efforts.
- Continue to implement additional shared services such as Identity Management components and National Data Warehouse.
- Continue to build public sector capacity
- Provide technical and consultancy support to government entities responsible of provision and roll out of composite services such as HRMIS, GFMS, Inventory Management System and future e-procurement system.
- Raise awareness on the importance and necessity of whole-of-government approach.
- Regularly report on e-Government progress to the National e-Government Steering Committee eGSC and Prime Minister / Cabinet.
- Evaluate government entities compliance with updated and disseminated JoGAF as part of the measurement of the extent of utilizing shared and composite services.

##### **CIO Council:**

- Assist in the updating the JoGAF which will include the Industry Standards for interoperability
- Assist in evaluating entities compliance to JoGAF

##### **Government Entities:**

- Comply with JoGAF standards.
- Participate fully in the available training and building capacity programs.

- Utilize current government shared services and consolidated government infrastructure such as (National Government Portal, National Contact Center, National Payment Gateway, National Mobile Portal, National SMS Gateway, SGN and Enterprise Service Bus). In addition to future shared services as they become available such as (Cloud Computing, PKI and EPM).
- Utilize currently implemented composite services (HRMIS, GFMS and Inventory Management System)

## 5.1.2. e-Participation

Jordan Government will work on creating an environment that empowers citizens to be more involved with government activities. Thus citizens may have a voice in decision-making and the way services are provided. The ultimate objective of e-Participation is enhance Transparency through citizens' participation in decision making process which will result in enhancing service provision and increase user satisfaction.

### 5.1.2.1. Need

Citizens in Jordan as in many neighboring and developed countries have grown politically aware of their rights to participate in policy making and their entitlement of better service quality. Jordan is going through a new political era in response to the Arab Spring and greater than before need for democratic and corrupt free country. Jordanians have been pressing for a greater say in how their country is run and demanding elimination of corruption. Jordan Government has applied political reform starting with ensuring fair and forgery free election. This is the beginning of change.

The Jordan Government will contribute to increase participation by providing the facility for citizen to send their feedback and input to policies and strategies outlined by government entities. Government agencies will also ensure providing response back to citizen regarding their contributions, questions and suggestions. Feedback acknowledgement and timely response will boost citizen satisfaction and sense of democracy.

Furthermore, in light of modest user uptake of already launched services, the Jordan government will solicit government user feedback on the to be provided services during scoping phase to incorporate their opinion in the services design. In addition, with financial constraints and limited government budget, Internet through social media will be an effective and economically feasible tool to promote government services as they become available.

The Internet penetration in Jordan is lower than other countries. The ability to participate in government decision making through Internet; thus providing citizen-centric e-services, will prompt more citizens get involved and access the Internet. This will consequently raise e-Inclusion.

### 5.1.2.2. Current Status

Currently, there is a strong call for Jordan that is making e-Participation a more receptive concept by the Jordan Government. Many government policies and laws will be addressed after the upcoming election which provide an opportunity to engage citizens in the policy making process. According to Internet World Statistics, there are 2,481,940 Jordanians subscribing with Facebook up until September 30th 2012.

Jordan e-Government Program has launched its Facebook account with over 2800 members so far. the e-Government Facebook page is kept updated with latest news, events, announcements, newly launched e-Services, information on widely used government services.

The e-Government Portal has also been enhanced to facilitate the provision of more interactive tools such as surveys, polls, and services reviews to guide the government in service provision. Currently the National Portal provide "Ask" service through which citizens send their questions, complains and suggestions. A government agent responds back to citizens' inquiries within two business days. In addition, NCC agents receive phone inquiries from citizens and forward them to respective government agencies for prompt response. NCC also logs complaints received by phones in the Complaints Management System (CMU) that is administered by Ministry of Public Sector Development.

### 5.1.2.3. Direction

The Jordan Government will outline e-Participation policy that will govern the process of participation and establish the framework of interaction between citizen and the Jordan Government. The policy shall describe the censorship approach on participation if used to limit any unconstructive participation. The policy shall also address security issues such as the guarantees of participants' privacy and data integrity to ensure that citizens' inputs are not altered.

The Jordan Government shall be proactive in soliciting citizens opinion and feedback through the following interactive tools to enhance service deliver and learn about the best way of serving them:

- **Social Networking:** interact with citizens through created official government accounts on Facebook, Twitter and LinkedIn etc...
- **Discussion Forums:** topics and issues can be raised either by a government entity or citizens inviting interaction from both sides to address them.
- **Web Logs:** Blogs that are initiated by a government entity as a venue to announce its mission, news, updates inviting citizens to comment while applying reasonable degree of censorship.
- **Surveys and Polls:** periodically posted to solicit citizens opinions

- **Live Chat:** Provide facilities for citizen to chat with a live agent during working hours through National Contact Center or assigned government staff trained on customer service

The Jordan e-government will also continue to enhance the Jordan Government Portal to transactional stage which will be facilitate for more advanced interactive tools with citizens and encourage government entities to utilize the one stop window of access to solicit citizens feedback including the provision of “Saf7aty” which is an Arabic for “My Page” that will retrieve all citizen related information available in Government databases such as personal information, his\her due taxes, social security (if subscribing), due vehicle license renewal and so on. Furthermore, MoPSD will continue to enhance CMU to provide two way communication with citizens by providing feedback on the received complaints through the system.

#### 5.1.2.4. Division of Responsibilities

The following key e-Government responsibilities are necessary to implement e-Participation and increase e-Inclusion:

##### **e-Government Program:**

- Produce and publish e-Participation Policy.
- Enhance the National Portal to provide one stop facility for engaging citizens in service design, policy
- Provide consultation focusing in the duration of this strategy on sectors whose policy making is of great interest to citizen during this political phase in Jordan.
- Evaluate and monitor government entities progress in the extent of engaging citizens in policy making and service provision

##### **Government Entities**

- Comply with e-Participation policy.
- Solicit citizens feedback regarding government services through one or more of the aforementioned interactive tool.
- Engage citizens with policy making and the way services are provided using suitable tools.

#### 5.1.3. m-Government

Utilization of all kinds of wireless and mobile devices offering services and applications to improving user experience is the focus of the upcoming e-Government strategy. The pervasive use of mobiles in general and Internet enabled smart phone in particular in Jordan is changing how Jordan government provide e-services to its beneficiaries. m-Government goes side by side with e-Government as an alternative channel. In Jordan, it will be the main channel focus

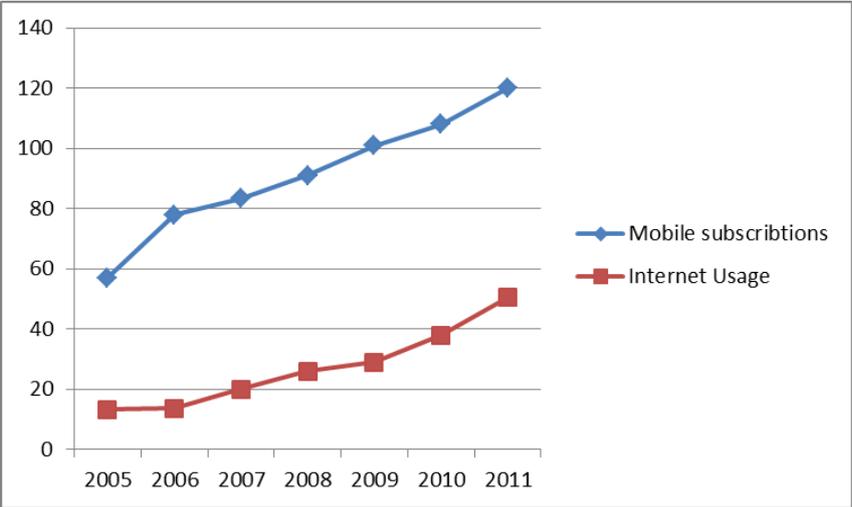
due to high mobile penetration. Jordan, like many other countries, will adopt this emergent concept in an efficient way that will provide an excellent level of demand based services. Implementing m-Government will achieve major objectives including cost reduction in term of government service provision and accessibility, Efficiency, public sector modernization, convenience, flexibility and ultimately citizens' satisfaction.

**5.1.3.1. Need**

The use of m-government provides flexible and easy to use services for all clients and especially women, disabled citizens and people living in rural and remote areas, who find it difficult to obtain the services in traditional ways or don't have access to Internet. Using mobile technology in delivering information and services will provide convenience to citizens, save time and decrease the bureaucratic processes.

**5.1.3.2. Current Status**

Jordan is among 105 countries where the number of mobile subscriptions exceeded the population at the end of 2011 (120%), according to the International Telecommunication Union (ITU). Jordan was also recently ranked as the second most competitive mobile market in the Arab world, in a study by the Arab Advisers Group released in July. According to a Department of Statistics survey, some 98.1 per cent of Jordanian households have mobile phones. The following figure shows the Mobile phone subscription compared to Internet usage in Jordan according to Telecommunication Regulatory Commission (TRC) statistics during the period 2005-2011.



**Figure 4.1: Mobile and Internet up take in Jordan**

The high penetration rate is due to the fact that prices of mobile subscriptions in Jordan are very competitive and among the lowest in the region, which encourages Jordanians to hold more than one SIM card. Furthermore, the subscription rate in Jordan is also high because

telecom operators in the country provide extended validity for prepaid SIM cards, unlike other countries in the region or global wide. (i.e. 3 months in Jordan vs. one month in the U.S.A.)

Jordan Government has launched the Mobile Gateway offering 40 informational and interactive services to citizens and businesses including inquiries regarding utilities, airline schedule, traffic violations, property tax, vocational license, weather condition and more. About two Third of the total government agencies utilize the SMS Gateway dispatching messages to their beneficiaries regarding various service aspects and status of transactions.

Currently the Government through Central Bank of Jordan is developing a mobile payment gateway to integrate with the National Payment Gateway to provide government beneficiaries with ability to pay for transactions via mobiles. In the meantime, payment service providers have launched payment solutions and integrated directly with government agencies such as Greater Amman Municipality to pay for Traffic Violations.

#### **5.1.3.3. Direction**

The major drivers of m-government are mobile device penetration, convergence of wired Internet and wireless telecommunication networks, providing 3G+ services and high data transfer rate as usage rate is as important indicator as penetration rate.

The Jordan Government will continue monitor the above drivers and will work diligently in collaboration with Ministry of Public Sector Development to target the service improved received by disadvantage groups. The Government priorities is to provide m-services to citizens with low or no income, seniors, disabled and persons who live in rural and non-serviced areas sparing them travel time and effort they need to obtain government services.

The Jordan Government will outline and adopt common Industry technology and security standards for developing mobile applications. The government will also work on enhancing the current mobile shared services to become bilingual and accessible to Jordan Government beneficiaries abroad.

Moving to m-Government will also require enhancing the currently available shared services that support provision of services over mobile such as SMS Gateway and Mobile Portal. The government will work on increasing the usage of these two shared services and widen the reach to more mobile subscriber.

The Jordan Government will copartner with mobile service provider to promote government services via mobile and raise awareness about the accessibility of such services. The services provision must be customized to beneficiaries' needs as their feedback will be solicited and surveyed inviting citizens participation in the way services are provided.

#### **5.1.3.4. Division of Responsibilities**

The following key e-Government responsibilities are necessary to implement m-Government:

##### **e-Government Program:**

- Produce and disseminate industry standards to develop mobile application.
- Produce and disseminate m-Government information security standards.
- Enhance Mobile Gateway to enable the provision of e-services over mobile.
- Co-ordinate with m-Government technology providers in the private sector.
- Evaluate government entities compliance with such standards.
- Evaluate and monitor government entities progress in launching demand driven, user friendly mobile applications.

##### **Ministry of Public Sector Development:**

- Provide consultation to Government entities on simplify and reengineer their services to be provided over mobile devices.

##### **Government Entities**

- Comply with the common industry standards for developing mobile application.
- Simplify and reengineer their services to be provided over mobile devices.
- Create an environment that balances the fostering of mobile government growth and the protection of m-Service users through issuance of related internal policies that will encourage market competition, safeguard consumer privacy, secure sensitive information and clearly define liabilities.
- Solicit citizens' feedback on the best applications of mobile technologies to advance responsive public service delivery, expand citizens' engagement, improve service delivery, increase operational efficiency and amplify accountability.
- Stimulate demand by providing services over mobile devices.
- Encourage citizens to become co-designers of new m-Service and solicit their input on developed ones.
- Integrate services with shared services that will enable provision of services over mobile.

##### **Mobile Service Operators**

- Provide the necessary network for mobile users to access voice and data services.
- Increase the functionality of the network while lowering services cost and increase performance.

### **Political Leaders**

- Issue m-Government relevant laws and give them due priority.

#### **5.1.4. Open Data**

Open data is government public data that can be freely used, reused and redistributed by anyone. Most of government data is public data by law and therefore could be made open and made available to others to use. The best way to get value from data is to give it away.

Open government data can create value in various areas including enhance transparency and democratic control, encourage citizens' participation in decision making, empower Citizens, improve existing or create new services, encourage innovation, improve efficiency and effectiveness of government services, create new knowledge from combined data sources and patterns in large data volumes, and reduce cost by decreasing the need to process public inquiries

##### **5.1.4.1. Need**

How much of your tax money is spent on social aid fund? Where in Jordan you can find the best job opportunity? What is the consumption rate of certain product? Or what is the safest and fastest route to take during rush hour? Are all questions that can be answered simply by consolidating different public data from various government sources.

- 

##### **5.1.4.2. Current Status**

Open data is currently an emerging concept that has not been started yet in Jordan. Although many government entities provide information to their respective beneficiaries, this information is not in a downloadable and usable format. Furthermore, there is no centralized access to government data on the government portal.

##### **5.1.4.3. Direction**

The Jordan e-Government will advocate for the Open Data Initiative and will measure each government entity on the extent of their provision of data and reports that are of value to government beneficiaries. The e-Government will provide a single window access to government open data through the Government Portal where government entities can provide

access to it. The government will encourage the download, use and reuse of published data by providing industry standard platform independent downloadable databases.

#### **5.1.4.4. Division of Responsibilities**

The following key e-Government responsibilities are necessary for implementing the Open Data Initiative:

##### **e-Government Program:**

- Provide Open Data Channels and Modalities such as Open Government Data Catalogues.
- Participate in drafting the needed laws to facilitate implementation of Open Data.
- Develop, disseminate and raise awareness on industry standard platform independent data structure.
- Raise importance of publishing usable, downloadable Public data
- Provide consultation on publishing data focusing on sectors that possesses data that is most important to the public
- Evaluate government entities compliance with such standards.
- Evaluate and monitor government entities progress in publishing downloadable databases based on public demand and needs.

##### **Government Entities:**

- Comply with disseminated industry standard platform independent data structure.
- Apply data classification and appropriate access control measures while ensuring citizens' privacy.
- Publish downloadable databases based on public demand and needs.
- Maintain and sustain the quality and accessibility of published data.

##### **Political Leaders:**

- Issue policies and regulatory framework including:
  - Freedom of Information Acts.
  - Legislation to legalize Open Data.
  - Data Protection Acts.

## 6. e-Government Performance Indicators

It is essential for the Government of Jordan and all e-Government stakeholders to be accountable for their e-Government investment and efforts. Progress in e-Government must be measured on an ongoing basis, and key performance indicators (KPIs) are the tools that will be used to measure both progress and effectiveness of e-Government implementation.

E-Government requires an evaluation of both quantitative and qualitative factors. The list of KPIs is expected to evolve as lessons are learned and specific initiatives are planned. KPIs will be applied at all levels of e-Government from strategic objectives to national initiatives.

### 6.1.1. KPIs at National Level

As illustrated in the chart below, KPIs will be established to measure the progress of e-Government at the national level, both in terms of strategy implementation and specific national initiatives (for example, implementation of an issued standard).

All government entities and e-Government Program will be responsible for establishing and applying KPIs to initiatives and services over which they have (or share) ownership. The enclosed National Level KPIs will be measured through

Indicator	Description	Measurement
Number of e-services available on the Government Portal	Assess the progress of e-Government service delivery, taking into consideration the achieved level of automation	Will be calculated from the e-services posted on the national government portal
# of e-services available on the Mobile Portal	Assess the progress of e-Government service delivery, taking into consideration the achieved level of automation	Will be calculated from the e-services posted on the national mobile portal
Availability of services offered via e mode vs. traditional channels	Measure the % or total services offered that are now e-delivered	Will be calculated from the number of government services and number of e-Services as reported in MADA survey
Availability of services offered via mobile technologies vs. traditional channels	Measure the % or total services offered that are now m-delivered	Will be calculated from the number of government services and number of m-Services as reported in MADA survey
Perceived accessibility of government	This is the perception of beneficiaries as measured in any form of survey	Average of the answer to the question 'How do you rate the overall accessibility of government

Indicator	Description	Measurement
		<p>services?'</p> <p>A minimum 50 answers of each service user.</p>
Usage of services offered via e mode vs. traditional channels	This is the adoption of e-services as measured in any form of survey	Average of the statistics reported through MADA Survey by government entities that provide services in both traditional and e-mode
Usage of services offered via mobile technologies vs. traditional channels	This is the adoption of e-services as measured in any form of survey	Average of the statistics reported through MADA Survey by government entities that provide services in both traditional and e-mode
% of entities active in e-Government	Assess the level of engagement of government entities in e-Government	<p>The number of government entities active in e-governance divided by the number of government entities.</p> <p>A government entity is considered active if the entity offers e-services or has planned (at least budgeted) to offer e-services.</p>
Number of downloadable government databases that are Open to the Public	This indicates the level of transparency within Government	Can be measured directly from the e-Government Portal
% of entities who utilize social media to engage citizens	This indicates the level of transparency within Government	Can be measure via MADA survey of government entities who accurately reported creating and actively administering a social media account.
% of entities who solicit citizen feedback on service provision and policy making	This indicates the level of transparency within Government	Can be measure via MADA survey of government entities who accurately reported engaging citizens in service provision and outlining policies.
# of entities connected to SMS Gateway	Assess the progress of utilizing SMS Gateway	Can be measure via MADA survey of government entities who accurately reported number of entities connected to SMS Gateway
# of entities connected to NCC	Assess the progress of utilizing NCC	Can be measure via MADA survey of government entities who accurately reported number of entities connected to NCC Gateway

Indicator	Description	Measurement
# of entities connected to SGN	Assess the progress of utilizing SGN	Can be measure via MADA survey of government entities who accurately reported number of entities connected to SGN Gateway
# of services connected Payment Gateway	Assess the progress of utilizing Payment Gateway	Can be measure via MADA survey of government entities who accurately reported number of Services connected to Payment Gateway
# of services connected to NCC		Can be measure via MADA survey of government entities who accurately reported number of services connected to NCC Gateway
# of services connected to Mobile Gateway		Can be measure via MADA survey of government entities who accurately reported number of services connected to Payment Gateway
# of services connected to ESB	Assess the progress of Utilizing ESB	Can be measure via MADA survey of government entities who accurately reported number of services connected to ESB

**Table 5.1. KPIs on National Level**

## 7. Critical Success Factors and Risks

In every country, the success of any e-Government effort is never assured. E-Government success requires high levels of inter-governmental coordination, a constant demand for tangible results, leadership and active management. There are always a number of critical success factors (CSFs) and risks associated with e-Government. This section highlights some of the key ones.

The following definitions distinguish CSFs and risks:

**Critical Success Factor:** an external factor outside the control or responsibility of any e-Government stakeholder but which nonetheless directly affects the success of that stakeholder's e-Government efforts.

**Risk:** an identifiable, potential issue that may negatively impact the result of an e-Government initiative or project, and for which the stakeholder can exercise some measure of control. Risk management with respect to activities of the e-Government Program, for example, and other matters over which it has some ability to mitigate, is the responsibility of the Program.

## 7.1. Critical Success Factors

CSF	Impact	Requires
Political commitment to ensure “buy in” by gov entities across government	High	Activate the National e-Government Steering Committee eGSC
		Engagement by political leaders and MoICT; empowerment of e-Government Program
Availability of resources (HR) including availability of local skills to implement and use e-Transformation.	High	Commitment by Gov of Jordan
		Develop courses locally School/ College/ University to re-skill people
		Incentives to e-Government stakeholders to strengthen e-Transformation related skills
Availability of Laws and regulations that support the implementation of e-Transformation,	High	Active coordination among concerned agencies to develop and enforce coherent and effective legal framework
Cooperation and harmony among government entities in decision making for e-Transformation initiatives	Medium	Appoint more influential National e-Government Steering Committee eGSC
		Appoint CIO Council
		Inter-agency working groups with clear authority over defined e-Transformation initiatives
Ability and willingness of gov entities to document and share their business requirements, processes, services, data and strategies	Medium	Active coordination among government entities to document and share information necessary for e-Gov initiatives
Private sector capacity to participate in / support e-Transformation	High	ICT sector development
Sustainability of e-Gov implementation despite political changes and reshuffle of gov officials	High	Appoint and activate the National e-Government Steering Committee eGSC

CSF	Impact	Requires
		Passage of e-Gov regulations and other actions to secure endorsement at top levels of government
		Development of “champions” at key ministries / entities; development of administrative will for e-Gov initiatives
		Recognition of e-Government as a priority in National Agenda

**Table 7.1. e-Government Critical Success Factors**

## 7.2. Risk Assessment and Mitigation

Risks vary among the key stakeholders in e-Government. From the perspective of the government itself, the first table lists the main risks involved in implementing this e-Government strategy. The second table is focused more on risks at the project level. Prescribed mitigation and contingency actions for each one of these risks are included. Many of these risks might also be encountered by individual government entities or the e-Government Program when implementing projects.

Risk	Probability	Impact	Mitigation / Contingency
Cost of e-Government is too high for the GOJ	High	High	Realistic, well-sequenced phases for e-Gov rollout
			Develop pilot projects that can be scaled later based on demand and biz case
			Encourage use of innovative commercial arrangements (PPPs) attractive to private sector for investment in e-Gov
			Encourage strategic partnerships with specialized international vendors to invest in e-Government

Risk	Probability	Impact	Mitigation / Contingency
Conflicting decisions among government departments	High	High	Use of inter-agency working groups with clear authority to supervise and enforce e-Gov policies and standards
Inability to retain qualified technical staff in government entities and e-Government Program	High	High	Improve salary scales and benefits for e-Transformation related staff
Resources within GOJ do not have the skills to implement e-Gov Strategy	High	High	Support to government entities for IT training and other necessary skills
			Recruit staff with relevant skills
			Incentives for gov entities to invest in developing ICT expertise internally
			Outsourcing certain functions when business case supports it
			Create links with local universities to give on-the-job-training to students
			Promote retention of skilled professionals in cooperation with other programs (e.g., Reach)
Resistance to change	High	High	Increase awareness among stakeholders, raise accountability and enhance change management
Speed of change does not satisfy political agenda	High	High	Re-align e-Government Strategy with political priorities and changes
Expectations are overly high	High	Medium	Increase awareness of e-Gov Strategy among stakeholders and manage expectations

**Table 7.2-a: e-Government Risks**

Risk	Probability	Impact	Mitigation / Contingency
Additional management tools are needed for Program Management	Medium	High	Ensure proper planning for program management initiatives within the Program roadmap
Absence of local suppliers of certain high-end applications	Medium	Medium	Encourage investment by local suppliers in applications by giving priority to qualified local suppliers
			Use international suppliers (with local partners when possible)
External constraints, delay timeframe for introduction of services	Medium	High	Continuous planning and roadmap revisiting
Mis-alignment with other gov entities (NITC, Gov Performance Unit, PSD)	High	High	Invest in good coordination with key stakeholders and initiative owners

**Table 7.2-b: Program Management Risks**

## 8. Annexes

### 8.1. Annex1: List of e-Services on National Portal and official websites

على بوابة الحكومة الإلكترونية On National Portal	التصنيف\ Classification	اسم الخدمة\ Service Name	المؤسسة\ Entity
لا No	G2C	خدمات الرسائل القصيرة SMS service	أمانة عمان الكبرى Greater Amman Municipality
نعم Yes	G2C	خدمة اصدار وتجديد رخص المهن الكترونيا Issuing and renewal of Vocational licenses	
نعم Yes	G2C	مخالفات السير بالتفصيل Detailed traffic violations	
نعم Yes	G2C	قيم مخالفات السير Traffic fines values	
نعم Yes	G2C	الاستعلام برقم المخالفة (رخص المهن والصحة) Fines of vocational licenses and health	
نعم Yes	G2C	ضريبة الابنية والمسقات Property tax	
نعم Yes	G2C	الاستعلام عن موافقات مهنة Inquire about vocational approval	
نعم Yes	G2C	حرف (استعلام عن رسوم المهن والصحة حسب الحرفة) Inquiry about health and vocational fees according to handicraft code	
نعم Yes	G2C	تحقيقات أرض Property ownership verifications	
نعم Yes	G2C	تفاصيل شارع Details of Street	
نعم Yes	G2C	اعلانات استملاك Acquisition ads	

على بوابة الحكومة الإلكترونية On National Portal	التصنيف Classification	اسم الخدمة Service Name	المؤسسة Entity
Yes نعم	G2C	اعلانات تعديلات تنظيمية Regulatory amendments announcements	
Yes نعم	G2C	العطاءات (اعلانات ونتائج فتح العروض) Tenders (Website of Tendering Directorate)	
Yes نعم	G2C	مخالفات رخصة سائق بالتفصيل Driver's license violations in detail	
Yes نعم	G2C	تقديم استدعاء submitting a complaint	
Yes نعم	G2C	استعلام عن حالة معاملة Inquire about transaction status	
No لا	G2C	استعلام برمز حرفة Inquiry by handicraft code	
No لا	G2C	زكاة النقود (اعتبرتها خدمة إلكترونية لأنها تعطي معلومة عن كيفية حساب قيمة الزكاة بأنواعها) Calculate your Zakat	
No لا	G2C	ادفع زكاة أموالك (أرقام الحسابات البنكية التي تستطيع الدفع من خلالها) Pay Zakat	
No لا	G2B	الاستفسار عن الشيكات البنكية Inquire about bank checks	الجمارك الأردنية Jordan Customs
Yes نعم	G2B	خدمة الاستعلام عن الكفالات البنكية Inquire about bank guarantees service	
Yes نعم	G2B	الاستفسار عن معاملات شركات التخليص Inquire about Clearance companies transactions	
Yes نعم	G2B	نظام نماذج معاينة المركبات Vehicle preview forms system	
Yes نعم	G2B	خدمة الاستعلام عن معلومات الإدخال المؤقت	

على بوابة الحكومة الإلكترونية On National Portal	التصنيف Classification	اسم الخدمة Service Name	المؤسسة Entity	
		Inquire about Temporary entry information		
Yes نعم	G2B	خدمة الاستعلام عن المعاملات الجمركية للشركات التجارية Inquire about business customs transactions		
Yes نعم	G2B	خدمة الاستعلام عن الرسوم الجمركية للسيارات Inquire about customs fees for cars service		
Yes نعم	G2B	نظام الإستفسار عن معاينة الملكية Inquire about property preview system		
Yes نعم	G2B	خدمة الاستعلام عن الأمانات الجمركية Inquire about customs Deposits service		
Yes نعم	G2B	إعفاءات ذوي الاحتياجات الخاصة People With Special Needs Exemptions		
Yes نعم	G2B	نظام التعرف الجمركية المتكاملة Integrated customs Tariff system		
Yes نعم	G2B	نظام الإستفسار عن الحاويات الجمركية Inquiry system for customs containers		
Yes نعم	G2B	استبيانات الكترونية Electronic Questionnaires		
Yes نعم	G2B	العطاءات Tenders		
No لا	G2C	نظام الاستفسار عن المطالبات المالية Inquire about financial claims system		
No لا	G2C	الخدمات الإلكترونية E-services		مؤسسة تنمية أموال الأيتام Orphans Fund

على بوابة الحكومة الإلكترونية On National Portal	التصنيف\ Classification	اسم الخدمة\ Service Name	المؤسسة\ Entity
			<b>Development Corporation</b>
No٧		احتساب المرابحة Murabaha Calculations	
No٧	<b>G2C</b>	المكتبة الإلكترونية E-library	<b>مؤسسة المواصفات والمقاييس الأردنية Jordan Standards and Metrology organization</b>
No٧	<b>G2B</b>	طلب كتالوج المواصفات والمقاييس specifications and standards catalog request	
No٧	<b>G2B</b>	قوائم الإضافات الغذائية المسموح تداولها Lists of permitted food additives	
No٧	<b>G2B</b>	نماذج طلبات خدمات مديرية المقاييس Application forms for Directorate of Metrology services	
No٧	<b>G2C</b>	نماذج المعادلة Equation models	<b>وزارة التعليم العالي والبحث العلمي Ministry of Higher Education and Scientific Research</b>
No٧	<b>G2C</b>	الجامعات غير الأردنية المعترف بها لدى الوزارة Non-Jordanian universities recognized by the ministry	
No٧	<b>G2C</b>	المراكز المعتمدة للحصول على التوفل أو ما يعادله لأغراض الدراسات العليا في الجامعات الأردنية Accredited centers for the TOEFL or equivalent for the purposes of graduate studies in Jordanian universities	
No٧	<b>G2C</b>	اسعار المواد المتوفرة في المؤسسة المدنية Prices of materials available in the civil institution	<b>المؤسسة الاستهلاكية المدنية Civil Service Consumer Corporation</b>
No٧	<b>G2C</b>	الاستبانات الإلكترونية Electronic Questionnaires	
No٧	<b>G2B &amp; G2E</b>	الخدمات الكترونية للموظفين والموردين E-services for employees and	

على بوابة الحكومة الإلكترونية On National Portal	التصنيف Classification	اسم الخدمة Service Name	المؤسسة Entity	
		providers		
No٧	G2B	صفحة خدمات الموظفين Employees services	وزارة التربية والتعليم Ministry of Education	
No٧	G2C	نموذج طلب براءة الذمة للمعارين والمجازين Clearance Application Form		
No٧	G2C	التنقلات الخارجية External transfers		
No٧	G2B	للدخول للبريد الإلكتروني للمدارس من خلال مركز تكنولوجيا المعلومات الوطني Access schools email accounts through National information technology center		
No٧	G2C	خدمة الرسائل القصيرة SMS service		
No٧	G2C	التبليغ عن الإساءة Report abuse		
No٧	G2C	المنح والبعثات Scholarships		
No٧	G2C	الدورات Courses		
No٧	G2C	الوظائف Jobs		
No٧	G2C	RSS		
No٧	G2C	بوابة الرسائل القصيرة SMS gateway		
No٧	G2C	متابعة المعاملات الإلكترونية Follow-up of electronic transactions		مؤسسة الغذاء والدواء Jordan Food and Drug Administration
No٧	G2C	القائمة البريدية Mailing List		
No٧	G2C	طلب تحديد موعد		

على بوابة الحكومة الإلكترونية On National Portal	التصنيف\ Classification	اسم الخدمة\ Service Name	المؤسسة\ Entity
		Request an appointment	
No٧	G2C	العطاءات Tenders	
No٧	G2C	التعاميم Circulars	
No٧	G2B	نظام ادارة معلومات الغذاء المستورد FIMIS Food Information Management System food	
No٧	G2B	الموقع الإلكتروني لجمارك المنطقة الاقتصادية Economic Zone Customs Website	
No٧	G2B	نظام التخزين المحوسب Computerized storage system	
No٧	G2B	نظام التسجيل والتصريح الإلكتروني Registration system and electronic authorization	سلطة منطقة العقبة الاقتصادية الخاصة Aqaba Special Economic Zone Authority
No٧	G2B	نظام ضريبة المبيعات Sales tax system	
No٧	G2B	العطاءات Tenders	
No٧	G2C	فرص العمل Jobs	
No٧	G2C	شكاوي بيئية Environmental complaints	وزارة البيئة Ministry of Environment
No٧	G2C	طلب توظيف Job application	بنك تنمية المدن والقرى City and Villages Development Bank
No٧	G2B	اعلانات العطاءات Tenders ads	
No٧	G2C	نظام ادارة الانتخابات البلدية (EMIS) Municipal Elections Management	وزارة الشؤون البلدية Ministry of

على بوابة الحكومة الإلكترونية On National Portal	التصنيف\ Classification	اسم الخدمة\ Service Name	المؤسسة\ Entity	
		System	Municipality Affairs	
No لا	G2G	استبيانات (دخول النظام) Questionnaires		
No لا	G2C	اسأل الوزارة Ask the ministry		
No لا	G2C	على مكتب الوزير The Office of the Minister		
No لا	G2C	فرص عمل Jobs		
No لا	G2C	معالم سياحية Tourist attractions		
No لا	G2B	خدمات المستثمرين Investors Services		
No لا	G2C	خدمات الجمهور Audience services		
No لا	G2B	مكاتب التشغيل الخاصة بالأردنيين Jordanian Employment offices		وزارة العمل Ministry of Labor
No لا	G2C	عناوين مديريات التشغيل والعمل Directorates of labor and employment addresses		
No لا	G2C	مواقع للبحث عن فرص عمل Sites to search for jobs		
No لا	G2C	مكاتب التشغيل الخاصة بالعاملين في المنازل workers in homes operating Office		
No لا	G2B	العمالة المصرية المستقدمة Egyptian labor		
No لا	G2C	اسأل الوزير Ask the minister	وزارة الزراعة Ministry of Agriculture	
Yes نعم	G2C	طلب معلومة زراعية		

على بوابة الحكومة الإلكترونية On National Portal	التصنيف\ Classification	اسم الخدمة\ Service Name	المؤسسة\ Entity
		Agricultural information request	
No لا	G2C	المساعدة المباشرة online help	
No لا	G2C	كيف تحسب قرضك (القروض الممولة بنظام المرابحة الإسلامية) How to calculate your loan	
Yes نعم	G2C	استقبال ملاحظات من المستخدمين Users note and feedback	مؤسسة الإقراض الزراعي Agriculture Credit Corporation
No لا	G2C	اسس وقواعد الإقراض Loan principles	
No لا	G2C	استعلام تراخيص استخدام أسماء تجارية Trade mark Inquiry	
No لا	G2C	استعلام الرسوم Fees inquires	
No لا	G2C	استعلام لغايات تجارية Query for commercial purposes	
No لا	G2B	اشتراك المستثمرين Investors participation	
No لا	G2B	الشهادات Certificates	
Yes نعم	G2B	تسجيل واستعلام مؤسسات فردية Industrial Property Statistics	وزارة الصناعة والتجارة Ministry of Industry and Trade
Yes نعم	G2B	تسجيل واستعلام أسماء تجارية Trade mark Inquiry	
Yes نعم	G2B	البحث عن اسم علامة Search for Trade name	
Yes نعم	G2B	العلامات التجارية موزعة حسب الأصناف Trademarks sorted by categories	
No لا	G2B	نموذج طلب إعفاء مدخل/ مستلزم إنتاج Entrance Application Form	
No لا	G2B	الاستعلام عن الوضع المالي Inquire about the financial situation	
No لا	G2C	العطاءات Tenders	صندوق التنمية والتشغيل Development and Employment Fund
No لا	G2C	تقديم طلب توظيف Job application	
No لا	G2C	رضى متلقي الخدمة	

على بوابة الحكومة الإلكترونية On National Portal	التصنيف Classification	اسم الخدمة Service Name	المؤسسة Entity
		Customer Satisfaction Survey	
لا No	G2C	تقديم طلب قرض Loan application request	
لا No	G2C	نموذج تقديم فكرة ابداعية Model to provide a creative idea	
نعم Yes	G2B	خدمة البث المباشر للعطاءات المركزية Direct broadcast of the Central Tenders service	دائرة العطاءات الحكومية Government Tendering Department
نعم Yes	G2B	خدمة المقاولون المصنفون حسب الاسم والرقم Contractors ranked by name and number service	
نعم Yes	G2B	خدمة المقاولون حسب الاختصاص Contractors ranked by major service	
نعم Yes	G2B	الإستشاريون المؤهلون حسب الاسم والرقم Eligible Consultants by name and number	
نعم Yes	G2C & G2B	خدمة تقديم كشف التقدير الذاتي، بحاجة لإسم مستخدم وكلمة مرور service Provide revealed self-esteem	دائرة ضريبة الدخل والمبيعات Income and Sales Tax Department
نعم Yes	G2C & G2B	شهادات تسجيل الضريبة Tax registration certificates	
نعم Yes	G2C & G2B	المكلفين المقبولة كشوفهم Accepted tax payers statements	
نعم Yes	G2B	تأجيل دفع الضريبة عند الاستيراد Postpone tax payment for imported purposes	
نعم Yes	G2B	شهادات المستثنين من الإستيراد certificates for import exemption	
نعم Yes	G2C & G2B	نماذج خدمات الحكومة الإلكترونية E-services forms	

على بوابة الحكومة الإلكترونية On National Portal	التصنيف Classification	اسم الخدمة Service Name	المؤسسة Entity
Yes نعم	G2C & G2B	التسجيل الإلكتروني للنطاقات Electronic Domain registration	مركز تكنولوجيا المعلومات الوطني National Information Technology Center
Yes نعم	G2C & G2B	تقديم معلومات خرائطية مساحية - مخطط أراضي Cadastral Plan service	دائرة الأراضي والمساحة Department of Land and Survey
Yes نعم	G2C & G2B	تقديم معلومات خرائطية مساحية - بيان تغيير Request Change Statement on Cadastral Plan	
Yes نعم	G2C & G2B	تقديم معلومات خرائطية مساحية - فهرس أراضي Request Index map service	
Yes نعم	G2C & G2B	استقبال طلبات الموافقة على التملك والبيع الكترونيا receiving applications for approval of acquisitions and sales electronically	
Yes نعم	G2C	خدمة الرسائل القصيرة SMS service	
Yes نعم	G2C	خدمة تقديم طلب للمبادرة الملكية للإسكان (سكن كريم لعيش كريم) Application for Housing ownership royal Initiative service	المؤسسة العامة للإسكان والتطوير الحضري
Yes نعم	G2C	الإعلانات Announcements	ديوان النشريع والرأي and Legislation Opinion Bureau
Yes نعم	G2C	التشريعات والقوانين (بوابة الحكومة الإلكترونية/الأعمال/مراجع ذات أهمية/القوانين والأنظمة/الدخول إلى النظام/القوانين) Legislation and laws	
Yes نعم	G2C	منظومة التعلم والتعليم الكترونيا- e-Learning	مؤسسة التدريب المهني Vocational Training Corporation
Yes نعم	G2C	خدمة الشكاوى والاستفسارات Complaints and inquires	هيئة التأمين
Yes نعم	G2C	خدمة الفتاوى fatwa (religious couseltaion)	دائرة الافتاء العام Ifta'a

على بوابة الحكومة الإلكترونية On National Portal	التصنيف Classification	اسم الخدمة Service Name	المؤسسة Entity
Yes نعم	G2C	خدمة ارسل سؤالك Send an inquiry	
Yes نعم	G2C	خدمة احتساب الزكاة Calculate Zakah	
Yes نعم	G2C	خدمة تحويل التاريخ من هجري الى ميلادي وبالعكس Transfer from Hijri date to Gregorian and vice versa	
Yes نعم	G2B	خدمة البث الحي والمباشر لجلسات فتح العطاءات Live service for opening the tenders	سلطة المياه Water Authority
Yes نعم	G2C	الترتيب التنافسي-ديوان الخدمة Competitive ranking	ديوان الخدمة المدنية Civil Service Bureau
Yes نعم	G2C	نشاطات المركز الثقافي Royal Cultural Center activities	المركز الثقافي الملكي Royal Cultural Center
Yes نعم	G2C	الرحلات القادمة Arrivals flights	مطار الملكة علياء Queen Alia Airport
Yes نعم	G2C	الرحلات المغادرة Departures flights	
Yes نعم	G2C	رحلات الملكية القادمة Arrivals flights	الملكية الأردنية Royal Jordanian
Yes نعم	G2C	رحلات الملكية المغادرة Departures flights	
Yes نعم	G2C	الاستعلام عن معاملة في مديرية الجنسية inquire for transaction in nationality directorate	وزارة الداخلية
Yes نعم	G2C	شهادة عدم المحكومية Non-Criminal certificate	
Yes نعم	G2C	استعلام الجمهور Public inquiries	وزارة العدل Ministry of Justice
Yes نعم	G2B	استعلام محامين lawyers inquiries	
Yes نعم	G2B	تقديم طلبات تسجيل الشركات للأعضاء Submit applications for companies' registration for members	دائرة مراقبة الشركات Company Control Department

على بوابة الحكومة الإلكترونية On National Portal	التصنيف\ Classification	اسم الخدمة\ Service Name	المؤسسة\ Entity
Yes نعم	G2C	برنامج مراقبة التداول Monitoring trading program	بورصة عمان
Yes نعم	G2C	ضريبة الأبنية والأراضي لباقي بلديات المملكة Buildings and lands tax for all municipalities	وزارة المالية Ministry of Finance
No لا	G2C	ضريبة الأبنية والأراضي لبلدية الزرقاء Buildings and lands tax for Zarqa	
No لا	G2C	الخدمات التقاعدية retirement services	
No لا	G2C	الاستفسار عن الراتب التقاعدي Inquire for retirement salary	
Yes نعم	G2C	نماذج احتساب الراتب التقاعدي Calculate retirement salary	
Yes نعم	G2C & G2B	تلقي شكاوي التبليغ/إخبار عن اعتداء على حق المؤلف receive an complaint for copy writer violation	المكتبة الوطنية National Library
Yes نعم	G2C & G2B	طلب الحصول على رقم إيداع للكتب الوطنية Request for deposit number of national books	
Yes نعم	G2C & G2B	طلب الحصول على المعلومات inquire for information	
Yes نعم	G2C & G2B	طلب الحصول على رقم إيداع لبرنامج حاسوب Request to get the deposit to a computer program	
Yes نعم	G2C & G2B	طلب الحصول على رقم إيداع للدورات الوطنية Request for deposit number of national courses	
Yes نعم	G2C & G2B	طلب الحصول على رقم إيداع للمصنفات السمعية والبصرية Request for deposit number of audio-visual works	
Yes نعم	G2C & G2B	طلب الحصول على رقم إيداع للمصنفات الموسيقية Request for deposit number of musical works	
Yes نعم	G2C & G2B	طلب الحصول على رقم معياري دولي ISBN	

على بوابة الحكومة الإلكترونية On National Portal	التصنيف Classification	اسم الخدمة Service Name	المؤسسة Entity
		Request for an international standard number	
نعم Yes	G2C & G2B	طلب الحصول على رقم إيداع لبرنامج تلفزيوني Request for deposit number for TV show	
نعم Yes	G2C & G2B	طلب الحصول على رقم إيداع للحوار (السيناريو) Request for deposit number for dialogue (scenario)	
نعم Yes	G2C & G2B	طلب الحصول على رقم إيداع للكلمات (القصائد المغناة) Request for deposit number of words (sung poems)	
نعم Yes	G2C & G2B	طلب الحصول على رقم إيداع لأعمال فنية Request for deposit number of works of art	
لا No	G2C & G2B	نموذج طلب الحصول على المعلومات Ask for information form	
لا No	G2C & G2B	خدمة البث الانتقالي transactional Broadcast	
لا No	G2C	اسعار العملات في البنك المركزي Exchange Rates	البنك المركزي الأردني Jordan Central Bank
لا No	G2C	خدمة الاستعلام عن المؤشرات والإحصائيات Inquiries for indicators and statistics service	دائرة الإحصاءات العامة
نعم Yes	G2C	خدمة إرسال الشكاوي على info@pm.gov.jo send a complaint	رئاسة الوزراء Prime Ministry
لا No	G2C	جداول الأعمال لجلسات مجلس النواب Meetings agendas for House of Representatives	مجلس النواب The Parliament
لا No	G2C	محاضر جلسات مجلس النواب Meetings minutes for House of Representatives	
لا No	G2C	خدمة تتبع البعثات الكترونيا Web Track	شركة البريد الاردني Jordan Post
لا No	G2C	متابعة الارساليات البريدية	

على بوابة الحكومة الإلكترونية On National Portal	التصنيف Classification	اسم الخدمة Service Name	المؤسسة Entity
		Follow-up postal consignments	
لا	G2C	هواة الطوابع Jordan Stamps	
لا	G2C	التعرفة البريدية Calculate Postage	
لا	G2C	أطلب المندوب Ask for the representative (Pickup services)	