

ورشة عمل اقليمية  
تدريب المدربين على إدماج التكنولوجيات الرقمية في سياسات وبرامج مكافحة الفساد

## اعادة هندسة الاجراءات الحكومية Business Process Reengineering for Public Institutions

2-1 حزيران/ يونيو 2025  
عمّان، المملكة الأردنية الهاشمية



# **BRP – Concepts and Principles**

## What is a Business Process Reengineering for a Public Institution?

Business Process Reengineering (BPR) is a strategic approach to radically redesigning core business processes of a public institution to achieve significant improvements in its performance, efficiency in public service delivery, lowering down costs, and limit corruption possibilities.

It involves fundamentally rethinking and redesigning processes, often with the goal of eliminating redundancies, improving quality, and enhancing customer satisfaction

**Focus:** End-to-end processes, not isolated tasks. Leverage new technology for new workflows

**It is user / business centric at heart!**

The goal is to simplify and streamline, often reorganizing around customer or citizen needs rather than old bureaucratic silos.

**it's about rethinking how work is done:** eliminate unnecessary steps rather than just adding computers to old processes



1. **Radical Redesign:** Aim for dramatic improvements rather than incremental tweaks . Ask “Why must this step exist?” for each part of the process.
2. **Cross-Functional Teams:** Involve stakeholders from all relevant departments to avoid siloed thinking.
3. **Customer-Centric:** Start from citizen / business needs; ensure processes add real value.
4. **Leverage Technology:** Use digital tools to enable new ways of working (e.g. mobile apps, databases).
5. **Leadership Commitment:** Top-level sponsorship is critical for success.

## Business process:

***A business process is a collection of related, structured activities or tasks by people or equipment in which a specific sequence produces a service or product (serves a particular business goal) for a particular customer or customers.***

Business processes occur at all organizational levels and may or may not be visible to the customers. A business process may often be visualized (modeled) as a flowchart of a sequence of activities with interleaving decision points or as a process matrix of a sequence of activities with relevance rules based on data in the process. The benefits of using business processes include improved customer satisfaction and improved agility for reacting to rapid market change. A business process includes all components provided by all its sub process.

## Business Sub Process:

***A Sub-process is a separate process that is embedded in another process. Sub process can include tasks, sub-processes, events, gateways, etc.*** Sub-processes can be used to break up complex processes into smaller units that are more manageable and easier to understand. They can be used to simplify the master process map, so it is easier to understand, especially when users do not need to see the details of each Sub-process.

**It is essential for any business process to include as much as needed of sub processes that include the following features: cancellation, suspension, objection, and modification.**

## **1 - Government to Government (G2G)**

Within each of identified agencies, there are internal divisions that interact with the division/service in charge of issuance of trade and trade-related permits.

**2 - Business to Government (B2G):** commercial transactions or relationships between private sector companies and government entities. In this model, businesses provide products, services, or solutions directly to public sector organizations, such as ministries, municipalities, or regulatory agencies.

**3 - Business to Business (B2B):** transactions, relationships, or interactions between two or more companies—as opposed to dealing directly with individual consumers or the government. In a B2B model, a business provides products, services, or solutions to another business.

## **4 - Cross-border relationships**

# Why BPR in Public Institutions?



- **Efficiency & Quality:** Streamlined processes reduce delays and errors. Faster approvals and clearer procedures build trust.

- **Transparency:** Well-defined, documented processes are harder to manipulate behind closed doors. Less human discretion means less opportunity for bribery.

- **Customer Focus:** Shifting to citizen-centric service (e.g. one-stop centers) improves satisfaction and legitimacy.

- **Tech Enablement:** Digitization is key – online portals and e-services enforce rules and log actions, cutting “speed” payments

- **Cost efficiency** and generating more public income

- ✓ **Select & Prioritize Processes:** Choose high-impact processes (e.g. revenue collection, procurement). Consider corruption risk areas first.
- ✓ **Map Current State (As-Is):** Document existing steps and roles. Use flowcharts or process maps to visualize all handoffs.
- ✓ **Analyze & Identify Bottlenecks:** Look for delays, redundancies, and discretionary points. Apply root-cause analysis (e.g. 5 Whys) to each issue.
- ✓ **Design New Process (To-Be):** Eliminate non-value steps; reassign tasks (e.g. combine forms); define clear rules. Include supporting ICT (e.g. online forms, databases).
- ✓ **Sandbox, Pilot & Refine:** Test the new process in one department or region, gather feedback, and adjust.
- ✓ **Public Reform and Policy Change Considerations.**
- ✓ **Select the right technology:** consider Rapid application development (RAD)
- ✓ **Change Management:** assess risks and manage the change.
- ✓ **Implement & Monitor:** Roll out widely, track performance via KPIs, and make continuous improvements.



# Step-by-Step Guide: Business Process Mapping in Public Institutions

1

## Preparatory Work: Define Objectives and Scope

1. **What is the goal?** (e.g., reduce delays, eliminate bribes, digitize a service)
2. **Which process are you mapping?** (e.g., construction permit, hiring, customs clearance)
3. **Collect** Internal Legal Document / process analysis.
4. **Draft the process** as per your understanding
5. **Boundaries:** Start and end points of the process.

2

## Identify Stakeholders and Process Owners – Conduct Survey – Interviews and Workshops

1. Department heads
2. Responsible of Public Reform Staff
3. Frontline staff
4. IT or digital teams
5. Citizens or service users (if possible)

# Step-by-Step Guide: Business Process Mapping in Public Institutions

## 3 Gather Data and Observe the Current Process (As-Is)

Use these methods:

1. Walkthroughs of real cases
2. Staff interviews
3. Document analysis (forms, policies, reports)
4. Shadowing staff or citizens

## 4 Draw the “As-Is” Process Map – Develop FSD – Secure Sign off documents

Use a BPMN tool to document

1. Activities (tasks)
2. Roles (who performs each task)
3. Documents/forms used
4. Decisions and handoffs
5. Loops or backlogs



You can Digitalize at this point

# Step-by-Step Guide: Business Process Mapping in Public Institutions

5

## Analyze the Process

Identify:

1. **Bottlenecks**
2. **Redundancies / Dependencies**
3. **Manual steps**
4. **Decision points with high discretion**
5. **Areas vulnerable to fraud or corruption**

6

## Design the “To-Be” Process (Improved Version)

Apply principles of Business Process Reengineering (BPR):

1. **Simplify steps**
2. **Digitize where possible**
3. **Reduce approvals**
4. **Improve traceability**
5. **Increase citizen feedback loops**

# Step-by-Step Guide: Business Process Mapping in Public Institutions

7

## **Validate with Stakeholders**

Present the proposed "To-Be" process in workshops

Ensure:

- 1. Legal compliance**
- 2. Feasibility**
- 3. Buy-in from leadership and staff**

8

## **Select the right technology:**

- 1. Open source vs. proprietary?**
- 2. Preferred Low code programming and Rapid Application Development (RAD)**



# Step-by-Step Guide: Business Process Mapping in Public Institutions

9

## **Sandbox, Pilot & Refine**

- 1. Conduct tests with specific clients before full roll out.**
- 2. Assess and refine.**

# Step-by-Step Guide: Business Process Mapping in Public Institutions

10

## Change Management: 10 Axis of Work

- ✓ **Establish a Clear Vision and Rationale**
- ✓ **Secure High-Level Leadership Commitment**
- ✓ **Conduct Stakeholder Mapping and Analysis**
- ✓ **Communicate Early, Often, and Honestly**
- ✓ **Involve Staff in Process Redesign**
- ✓ **Build Capacity and Offer Training**
- ✓ **Align Organizational Structures and Policies**
- ✓ **Pilot the Change Before Full Rollout**
- ✓ **Monitor Resistance and Address It Proactively**
- ✓ **Celebrate Wins and Institutionalize Change**

## Business Process Users Information Collection

- ✓ **Name:** Full name of the user.
- ✓ **Role:** Their position or title within the organization.
- ✓ **Department:** The department they belong to.
- ✓ **Contact Information:** Email address or phone number.
- ✓ **Access Level:** Required level of access to the process or system.
- ✓ **Responsibility:** What tasks or actions they are responsible for.
- ✓ **Sign-off:** Whether their signature is required for a specific step.
- ✓ **Notes:** Any additional comments or details.

plate

|   | Product Manager | UI Designer | Content Writer | Financial Analyst | Design Director | VP of Product | VP of Design | CTO |  |
|---|-----------------|-------------|----------------|-------------------|-----------------|---------------|--------------|-----|--|
|   |                 |             |                |                   |                 |               |              |     |  |
|   |                 |             |                | R                 |                 | A             | I            | I   |  |
| R |                 |             |                |                   |                 | A             | I            | I   |  |
|   |                 |             |                |                   |                 |               |              |     |  |
| R |                 |             |                |                   |                 | C             |              | A   |  |
|   |                 |             |                | R                 |                 | A             | I            | I   |  |
| R |                 |             |                |                   |                 | A             |              |     |  |
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|   | R               |             |                |                   | A               | I             | C            | I   |  |
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| R | C               |             |                |                   | I               | A             | I            | I   |  |
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|   |                 |             |                |                   |                 | A             | I            | I   |  |
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| اسم المُستخدم | رئيس القسم (قسم الإعفاءات)   |
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الجدول ٣، رئيس القسم – الإعفاءات العامة

| تفاصيل الإستخدام |  |
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| اسم المُستخدم    | الموظف المُختص (قسم الإعفاءات)                       |
| وصف موجز         | مراجعة ودراسة الطلب، تسجيل توصية بالموافقة أو الرفض، |

- **Develop Process Description Document**

## 2 Process <Name>

Describe the process by completing the table below.

|              |  |
|--------------|--|
| Process ID   | <BP-nnnnnn>  |
| Version      | <Identify the version number.>   |
| Process Name | <Enter the formal name of the Business Process>  |
| Author(s)    | <Name of Author(s)>  |
| Created On   | <DD/MM/YYYY><br><Date when the document was originally created>  |
| Description  | <Describe the business process> e.g.<br>The Complaints process describes how to manage customer complaints, for example, customer complaints about malfunctioning products   |
| Goal         | <Describe the goal of the business process, for example, what it is intended to achieve and why it is necessary to capture this information. Outline what is achieved by following this process.> For example:<br><br>Sarbanes Oxley Compliance Process <ol style="list-style-type: none"> <li>1. To ensure that internal operations relating to Section 404 meets the SEC compliance guidelines.</li> <li>2. To ensure that partner's operations relating to Section 404 meets the SEC compliance guidelines.</li> <li>3. To ensure that our operational activities relating to Section 404 meets the SEC compliance guidelines.</li> </ol> |
| Assumptions  | <Outline the assumptions behind this process. In other words, what assumptions does the process audience have in relation to this process -  |



**Templates / Tools to benefit from**

# Practical BPR Tools & Techniques

**Process Mapping:**

**Flowcharts or Business process modeling and notation (BPMN)**

Diagrams to document current workflows. Identifies every task and decision point.



# Practical BPR Tools & Techniques

## Process Mapping:

Originally developed by the Business Process Management Initiative (BPMI),

1. BPMN is a precise, graphical notation for documenting business processes.
2. It resolves the ambiguities of textual process specifications by visually depicting the sequence of business activities and information flows needed to complete a specific process.
3. In recent years, BPMN is increasingly referred to as business process model and notation.

# Practical BPR Tools & Techniques

The BPMN specification is designed to help organizations:

1. Reach **faster agreement** on current and future processes through unambiguous models.
2. Encourage **stakeholder participation** through graphically expressive notations.
3. Facilitate the **analysis and improvement of operations** through business process reengineering.
4. Create a **library of process flows**, case definitions and business rules to train new employees.
5. Close **communication gaps with a common language** between business analysts, developers and other stakeholders.
6. **Inform business process** automation efforts.
7. Coordinate **business process outsourcing** strategies.



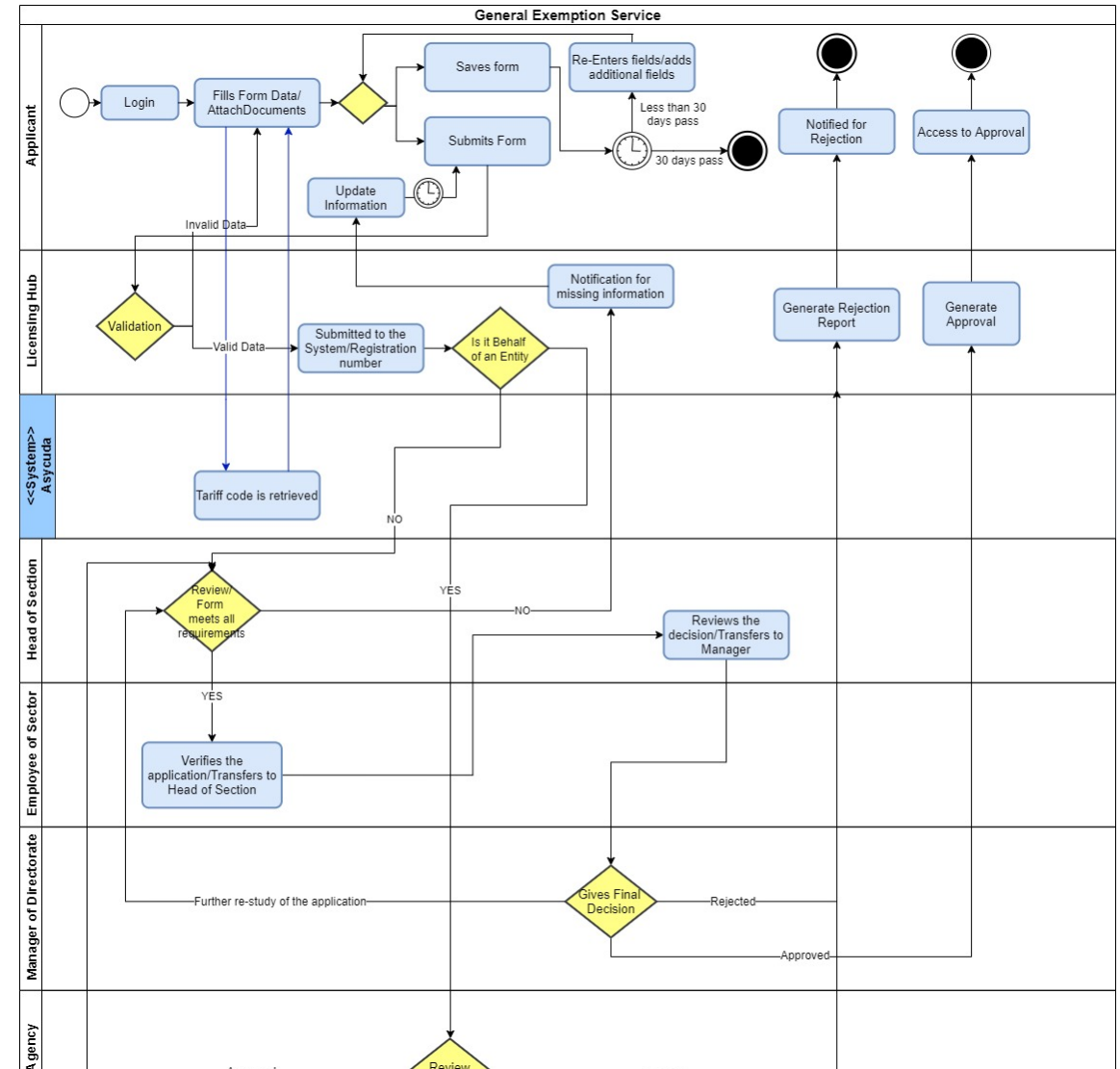
## Flow objects

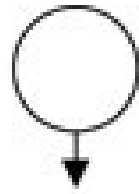
Flow objects are the core elements of BPMN and can be divided into three types:

**Events:** These signify something that happens during the process.

**Activities:** These represent the tasks performed in the process.

**Gateways:** These are used to control the flow of the process based on certain conditions.

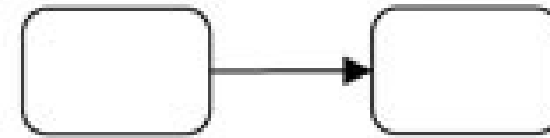




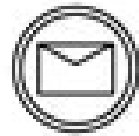
Start event



Task



Sequence flow



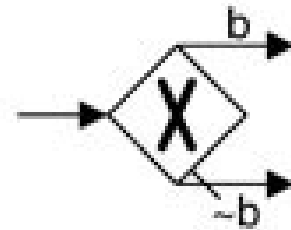
Intermediate  
message event



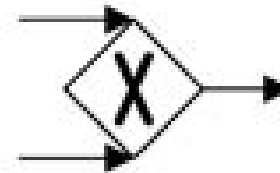
Intermediate  
timer event



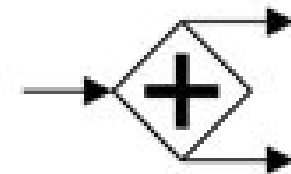
End event



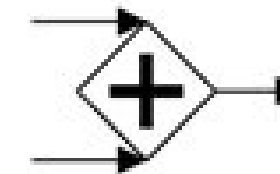
Data-based  
XOR decision  
gateway



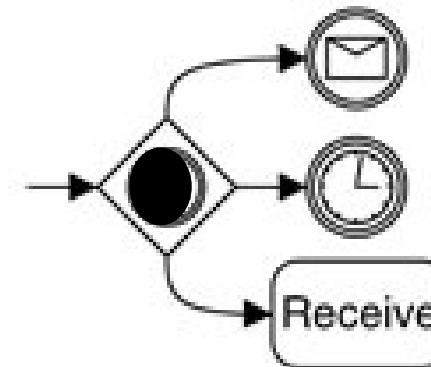
XOR merge  
gateway



Parallel fork  
gateway



Parallel join  
gateway



Event-based  
XOR decision  
gateway

## Event Symbols

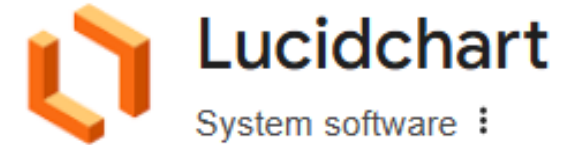
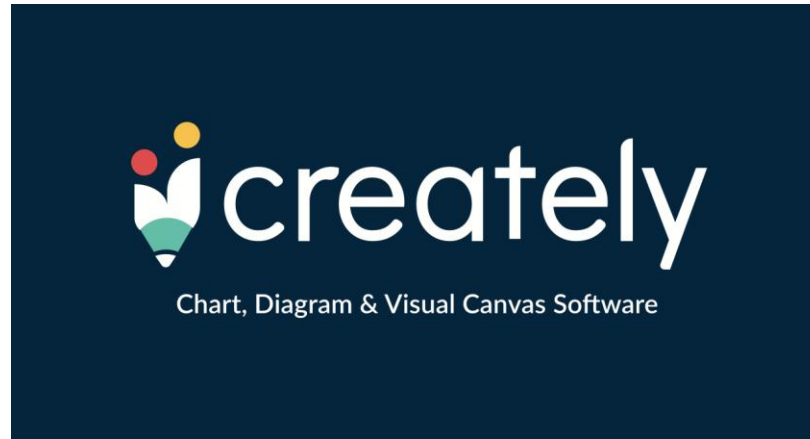
- Start Event:** Depicted by a plain circle, it marks the beginning of a process.
- Intermediate Event:** Represented by a circle with double borders, it indicates events occurring between the start and end.
- End Event:** Shown as a circle with a solid border, it signifies the conclusion of a process.

## Activity Symbols

- Task:** Represents a single task that cannot be broken down further.
- Collapsed Sub-Process:** A group of tasks represented as a single task.
- Transaction:** A special type of sub-process involving a payment or transaction.
- Call Activity:** A reference to a global sub-process that can be used anywhere in the diagram.

## Gateway Symbols

- Exclusive Gateway:** Breaks the flow into mutually exclusive paths.
- Event-Based Gateway:** Evaluates if an event has occurred to determine the flow.
- Parallel Gateway:** Represents concurrent tasks that are independent of each other.
- Inclusive Gateway:** Allows multiple flows to be triggered by different events.
- Complex Gateway:** Describes a complex flow with multiple factors.



## Best BPMN Tools

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draw.io



**Process Mapping: Flowcharts or Business process modeling and notation (BPMN)** diagrams to document current workflows. Identifies every task and decision point.

**Value Stream Mapping (Lean):** Visualize the “end-to-end” flow, spotting waste (waiting times, excess handoffs).

**Root-Cause Analysis:** Techniques like Fishbone diagrams or 5 Whys to pinpoint why delays/corruption occur.

**Simulations/Models:** Software tools to model process changes and estimate impact before implementation.

**Performance Metrics:** Define KPIs (cycle time, cost per transaction, error rates). Use dashboards to track them.

**Technology Platforms:** E-government portals, ERP systems, mobile apps, or digital IDs that automate steps.



# Use Case Demonstration





# Practical Exercise



# **Selection of Technology**



WORKFLOW MANAGER

## Visualize and optimize your business processes

Build software that fits your business. From simple approvals to complex data manipulation, the Decisions Workflow Manager makes any task faster and more effective.

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I noticed



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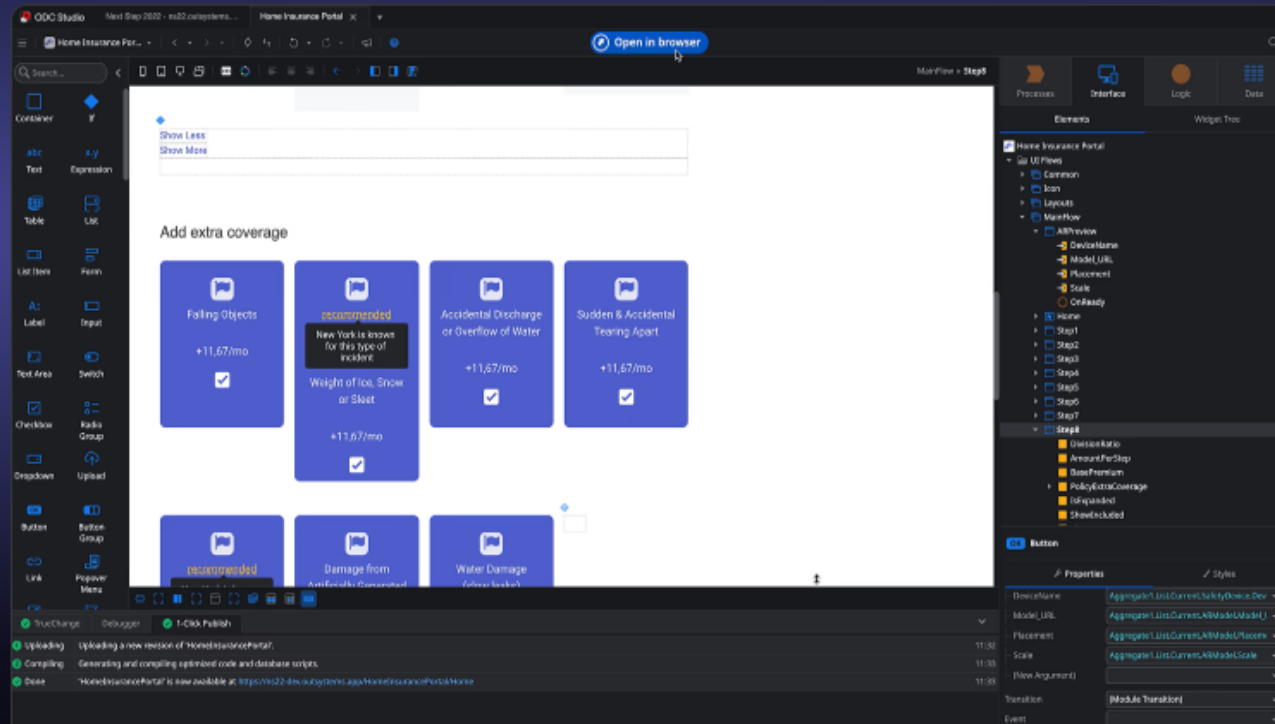
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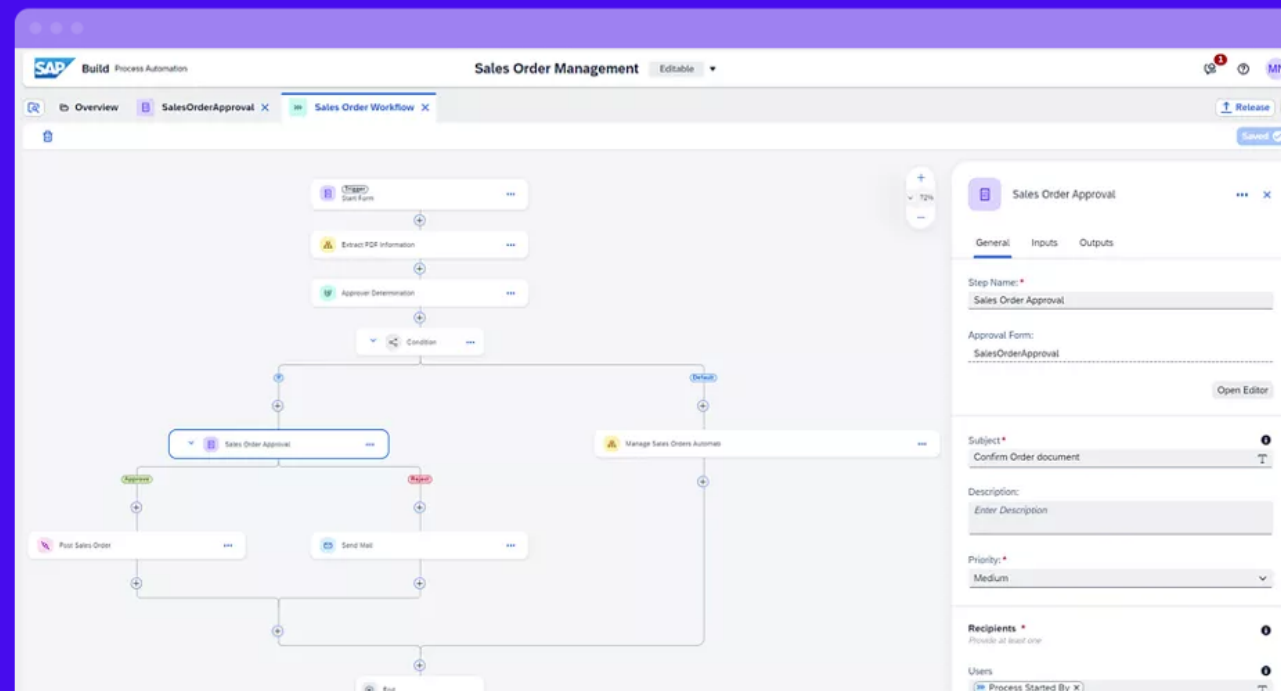


# Process Automation with SAP Build

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# What is business process automation?

Business process automation (BPA) uses technology to automate repeatable, multi-step business tasks with minimal human involvement. BPA integrates with other IT systems to streamline workflows, enhance efficiency, and achieve organizational goals, making it a key component of digital transformation.

[Get Demo](#)



# How to Draft Terms of Reference for Ministry Digital Solution

## Steps – Predevelopment

- Engage in workshops:
- Study with the experts what needs to be developed exactly.
- The more details within the TOR, the less headaches with the supplier.
- Ensure sustainability of solution – look for open source. Sometimes use ready made zero code programming.
- Selection of supplier is key for success, especially for trust with government and proximity of after sales support services.

## Sections of TOR

- List of outputs quantified by man day and potential money
- Technological requirement – look for open source.
- Methodology
- Hosting Requirement – Infrastructure.
- Target Audience.
- Design Section.
- Activities – each section of the software must be declared clearly.
- Backend (if needed)
- Mobile App.
- Implementation Phase
- Warranty + Maintenance.
- Training.
- Deliverables.



# Project Management Methodologies

## PMI – Project Management Professional (PMP)

- A globally recognized certification that validates expertise in managing projects using various methodologies, tools, and best practices. PMP focuses on general project management principles applicable across industries and methodologies.

## Waterfall

- A specific **project management methodology** characterized by a sequential, linear process where each phase (Requirements, Design, Development, Testing, Deployment) is completed before moving to the next.

## Agile

- Takes an iterative and incremental approach, dividing the project into small, manageable cycles called sprints or iterations.
- Work is done in continuous cycles, allowing for frequent reassessments and adjustments.
- Designed for adaptability, allowing for changes to be made at any point during the project.
- Ideal for projects with evolving or unclear requirements.



How to ensure the e-service is  
trusted and used by the citizens?

# Proposed Steps 1

## Build Trust Through Security and Privacy

- **Data Protection:** Use encryption, secure authentication, and compliance with relevant data protection regulations (e.g., GDPR, HIPAA).
- **Transparency:** Clearly communicate how citizen data is collected, stored, and used.
- **Reliable Systems:** Ensure minimal downtime and robust disaster recovery systems.

## Ensure User-Centric Design

- **Ease of Use:** Design an intuitive and accessible user interface (UI) for people with varying tech literacy.
- **Accessibility:** Comply with accessibility standards (e.g., WCAG) to serve users with disabilities.
- **Localization:** Offer services in multiple languages to cater to diverse populations.

## Promote Awareness and Accessibility

- **Public Campaigns:** Use social media, community outreach, and advertisements to inform citizens about the service.
- **Demonstrations and Tutorials:** Provide easy-to-follow guides, videos, and in-person demonstrations to educate users.
- **Partnerships:** Collaborate with local institutions or NGOs to promote the service.

## Provide a Seamless and Secure User Experience

- **Single Sign-On (SSO):** Simplify access by allowing users to log in with existing credentials securely.
- **Mobile Accessibility:** Ensure the service is optimized for mobile devices.
- **Fast and Reliable Performance:** Minimize loading times and ensure smooth interactions.

# Proposed Steps 2

## Offer Support and Feedback Mechanisms

- **Customer Support:** Provide 24/7 helplines, chatbots, and email support for issue resolution.
- **Feedback Loops:** Actively solicit feedback and demonstrate how it is used to improve the service.

## Demonstrate Value

- **Highlight Benefits:** Show how the service saves time, money, or effort compared to traditional methods.
- **Case Studies and Testimonials:** Share stories from satisfied users to build credibility.

## Ensure Legal and Institutional Backing

- **Legal Recognition:** Make the e-service legally valid for official purposes.
- **Policy Alignment:** Ensure alignment with national digital transformation strategies.

## Continuous Improvement

- **Performance Monitoring:** Regularly evaluate and enhance the system based on analytics and user feedback.
- **Stay Updated:** Incorporate new technologies and security updates to meet evolving citizen expectations.





**Thank you**