



Strategic Plan (draft)

Jordanian Ombudsman Bureau

Introduction

The Jordanian Ombudsman Bureau (JOB) was established pursuant to Law No. (11) of 2008. Its establishment was concurrent with royal directives encouraging reform and aiming at enhancing transparency, integrity and accountability; they sought to create solid partnerships among various segments of society for the benefit of national interests. The Bureau's establishment came parallel to the Jordanian government's efforts, in the field of administrative reform, to move towards the institutionalization of procedures related to receiving citizen grievances and to enable all citizens/residents to benefit from services provided by the Kingdom's public administration.

The JOB is a national monitoring institution with an independent legal status that receives complaints against the public administration, or its employees, in accordance with criteria prescribed by law; it then seeks to resolve these issues. The Bureau also leads initiatives through which it recommends streamlining complex administrative processes into effective and easy procedures. Since the establishment of the JOB in early February 2009, it diligently worked on assisting all public administration complaints in Jordan in order to upgrade public institutions and enhance confidence of public administrations and their staff.

Since its creation, the Bureau has aimed to become the comprehensive and trusted reference for receiving complaints against public administrations and resolving them. To this end, the JOB was keen to develop a future strategy that would serve as a roadmap for achieving excellence as a comprehensive, independent monitoring institution.

The main purpose of the JOB strategic plan is to create an effective and integrated administrative and legal framework aimed at enhancing the effectiveness of public administrations and their employees as well as increasing citizens' confidence in them.

➤ Overview



The JOB was established in early February 2009, pursuant to the provisions of the Ombudsman Bureau Law No. (11) of 2008. The purpose of the JOB was to manage grievances filed against public administrations, or its staff, according to criteria specified in the law. Since it began, the JOB placed high importance on educating the public about its establishment, mission and goals via print and audio visual communication media. The JOB was also deliberate to set the legal framework for receiving and managing complaints as well as communicating with the entity complained against and the complainant.

➤ Vision

The Bureau is the trusted body for receiving and managing complaints against the public administration.

➤ Mission

The mission of the JOB is to instill the principles of justice, fairness and transparency in public administrations.

➤ Core Values

- **Equity:** the Bureau seeks to follow fair procedures in carrying out its duties and making its services available to citizens in an equitable manner
- **Independence:** the Bureau is a national institution with full administrative and financial independence
- **Integrity and Transparency:** the Bureau plays the role of a neutral conciliator between citizens and public administrations, according to data verified by the Bureau in accordance with the powers provided to it under the provisions of the law
- **Effectiveness and Efficiency:** the Bureau seeks to provide its services in a timely and cost-effective manner; its work complements the services provided by other public institutions that seek to achieve transparency and integrity

➤ JOB's Mandate and Duties

- Review complaints relating to any decisions, procedures, practices, acts, or lack thereof, by either the public administration or its public servants. No complaint against any public institution will be accepted if: it falls within the jurisdiction of any other administrative or judicial body; if its subject matter is pending before any judicial body; or a final judicial decision has been issued in its regard.
- Recommend the simplification of administrative procedures to enable citizens to benefit from the services offered by public administrations in an effective and easy manner through the complaints submitted to it in this regard.
- The Bureau may, upon the initiative of the JOB, study any subject related to decisions, measures or practices undertaken by public administrations and send its recommendations as well as include them in the Bureau's annual report.

➤ Work Mechanism

The Bureau follows the following mechanisms for carrying out its assigned functions and duties:

- Aim to resolve complaints amicably with objective mediation sessions between the complainant and the complained-against party
- Investigate complaints or grievances by using means deemed as appropriate by the JOB
- Address the complaint and correspond with the complained-against entity for their response
- Request documentation from the complainant and the complained-against party
- Access the documents with relevance to the subject matter
- Issue a recommendation based on the outcome of the investigation

➤ JOB Institutional Framework

The institutional framework and work mechanisms of the Ombudsman Bureau were defined as follows:

- **The Ombudsman:** The Bureau is managed by an Ombudsman appointed by the decision of the council of ministers upon the recommendation of the prime minister that shall be ratified by royal decree. The Ombudsman performs his/her duties with full independence, subject only to the law; he/she may not engage in any other work, job or profession whilst overseeing the JOB.
- **Ombudsman Assistants:** The Ombudsman appoints two assistants who meet the requirements of appointment as Ombudsmen, provided that they do not have less than ten years of combined experience in the law and public administration. The assistants perform assigned duties and exercise authorities as they are delegated.
- **Advisors and Experts:** The Ombudsman may resort to the expertise of advisors and experts in instances that he/she believes require technical expertise.

➤ Analysis of JOB's Internal and External Environment

First: Internal Environment

1. Strengths

- Clarity of vision, mission and objectives.
- The Bureau's mandate has been granted pursuant to a law.
- The financial and administrative independence of the JOB and its ability to perform its functions and mandate objectively, without influence or interference by any entity.
- Availability of adequate infrastructure and technology.
- The JOB boasts an excellent work environment and good collegial relations amongst JOB staff.

2. Weaknesses

- The Bureau is a new entity which requires the necessary financial and material resources for proper functioning.
- There is a great need for training the Bureau's human resources and making specialized expertise available.
- Lack of an advanced information technology system.
- Retention of qualified and trained staff and who possess technical expertise.



Second: External Environment

1. Opportunities

- Royal support for the establishment of the JOB as an independent monitoring institution.
- Serious plans by the government for reforming and enhancing the public sector.
- Presence of popular support for accountability, administrative reform and a societal environment keen on safeguarding integrity and fairness.
- Availability of international support in technical assistance and development.

2. Threats

- Fluctuating and changing policies.
- The non-mandatory nature of recommendations issued by the Bureau.
- The weak role of civil society organizations and the public sector in the area of administrative reform.

➤ Target Groups

- Different types of government institutions and public administrations and their staff.
- Jordanian citizens, inside and outside Jordan.

➤ JOB Strategic Objectives

- Strengthen the JOB's institutional capacity and enhance its efficiency and effectiveness.
- Provide excellence in grievance intake and resolution as well as develop an effective and comprehensive administrative and legal framework.
- Improve internal and external communication and increase JOB's awareness.
- Institutionalize relations and coordinate efforts with key stakeholders.

➤ Strategic Pillars

Pillar (1) - Strengthen the JOB's institutional capacity and enhance its efficiency and effectiveness.

This pillar aims at enhancing the operational effectiveness of the JOB through developing human resources systems, training staff and developing the Bureau's organizational structure.

<p>Project (1)</p>	<p>Develop and Enhance JOB's Human Resources</p> <p>This program aims at enhancing institutional performance and achieving organizational development. All JOB staff will be guaranteed continuous education as it relates to the realization of JOB's goals. This will be achieved through the following:</p> <ol style="list-style-type: none"> 1. Review HR policies: said policies include job descriptions that outline the position's main objective, expected tasks and duties, and required education and skills necessary to perform their job. The policies also include the organization's salary scale and benefits that are adopted in assessing jobs in a scientific and structured way, guaranteeing internal equity. The JOB compares salaries with those offered in the local job market in order to review and amend their scale accordingly. Jobs in different directorates and units will be set by establishing the minimum and maximum salary levels while ensuring the competitiveness of said levels. The policies also include a performance evaluation system. 2. Staff training and development: this aims at enhancing human resources capacity by investing in staff and training them both inside and outside of Jordan. This will be achieved through assessing staff training needs and developing a three-year training plan. It will be taken into account the gap between actual and expected staff performance as per requirements outlined in the staff performance enhancement plan.
<p>Project (2)</p>	<p>Organizational Structure Development</p> <p>The program aims at streamlining work at the JOB through restructuring different directorates and units, clarifying their tasks and priorities in accordance with the strategic plan, in order to upgrade staff performance and enhance their productivity in a manner concurrent with the Bureau's objectives.</p>
<p>Project (3)</p>	<p>Implementation and Evaluation of the Strategic Plan and Performance Monitoring</p> <p>The JOB aims at monitoring and assessing its achievement level pertaining to the implementation and evaluation of the strategic plan program. Change management methodology will also be adopted which outlines the JOB's change management plan and how it manages changes in the work environment. The Bureau will rely on the electronic system that will be implemented to monitor and evaluate the strategic plan within the agreed timeframe and with the financial and human resources available.</p>

The **performance monitoring program** aims at guaranteeing achievement of JOB's organizational objectives and the level of success of the policies and strategies outlined in the plan. This will be achieved by adopting a clear and defined mechanism for assessing levels of achievement through a key performance indicators matrix. Through this program, a performance evaluation system will be built that will be based on the **balanced scorecard methodology** which aims at translating the JOB's vision to objectives and implementation plans.

Project (4)

Transparency and Accountability

This program is concerned with observing the JOB's compliance with and adoption of the highest ethical standards including integrity, credibility and transparency in all of its practices. This includes the adoption of a code of conduct which provides the Bureau's staff with guidelines and general rules to govern conduct within a safe work environment. It also provides a fair framework that enables staff to perform their duties in an optimal manner and provides for the adoption of meritocracy principles and work standards as a basis for advancement- all which will reflect positively on the JOB's image.

- **Pillar (2)** – Provide excellence in grievance intake and resolution as well as develop an effective and comprehensive administrative and legal framework

This pillar aims at raising the effectiveness of the grievance intake process and the efficiency of their resolution. This will be achieved through a series of strategic programs, including classification of grievances and performance monitoring through the adopted standards.

Project (1)	Process Reengineering
	Through this project, the Bureau's main operations that significantly contribute to the fulfillment of its mission and objectives will be defined and documented. This will lead to the development of standard operating procedures and the mapping of said procedures. Such activities will help guarantee the effectiveness and efficiency of procedures and will also ensure that any changes made to the workflow and operations will not result in the duplication of work. It will also assist in clearly defining the roles and responsibilities among the different departments in a manner that increases the level of service extended to citizens.
Project (2)	Classification and Segmentation of grievances according to type
	Work under this project will focus on classifying complaints according to their type and level of intensity. It will be supported by a comprehensive statistical system stratified according to the complained-against entity in order to efficiently process the complaints and achieve an outstanding level of citizen satisfaction. Additionally, the program will help the investigation and analysis of complaints, in an effective and transparent manner, which will also dictate its practices and external dealings with all entities and individuals.
Project (3)	Continuous Improvement and Development
	This project aims to clarify and outline the JOB's methodology with regard to continuous improvement and to determine the steps followed by the Bureau to: enhance performance, improve effectiveness, instill a culture of excellence and provide the highest quality of service through the continuous assessment of the efficiency of services provided to citizens (customer satisfaction) and following up on citizen complaints against the Bureau.
Project (4)	Automation and Information Technology
	This system aims at assisting the JOB in supporting all the efforts and initiatives aimed at continuous improvement and which contribute to upgrading the quality and timeliness of work, improving services offered to citizens, advancing the efficiency of administrative procedures, adopting KPIs as a real measure for improving performance, and enhancing the capacity, skills and knowledge of staff. The automated system is inclusive of all informational aspects needed by the Bureau to cover administrative aspects pertaining to all directorates, departments and units. These include a human resources system, a complaints management and quality control system, a financial system, and a performance monitoring and evaluation system. Said application helps to provide easy

access to information in an accurate and comprehensive manner and helps to improve administrative communication, effectively and efficiently provides decision makers with vital information, and supports strategic planning efforts.

- **Pillar (3) – Activate Internal and External Communication and Increase Awareness** Improve internal and external communication and increase JOB's awareness.

The overall aim under this pillar is to build the JOB's identity and create/improve communication links with the various entities and citizens as well as to develop an awareness-building plan to increase knowledge among citizens of the JOB's services and means of accessing them.

Project (1)	Public relations
	<p>The public relations program aims to provide support to the JOB's strategic plan and assist in undertaking an additional step in meeting the public relations needs of the Bureau, citizens and relevant entities in a broad manner. Through said project, the objectives and messages directed to the public will be clear. It will define the methodologies, activities, work plan, and resources needed to assist in improving the Bureau's capacity to respond to the needs and inquiries of target groups related to complaints and services provided by the JOB. This will be achieved through enhancing internal communication, developing mechanisms for augmenting internal and external relations and raising awareness among citizens about the Bureau's role and its efforts taken towards reform and development.</p>
Project (2)	Awareness building
	<p>The awareness-building strategy aims to achieve the JOB objectives through educating citizens and various institutions on its law, mandate and work mechanisms. It also works to raise public awareness with respect to the Bureau's role and its efforts pertaining to reform and development. The strategy will help to identify the environment in which the Bureau operates as well as to define the opportunities, obstacles and challenges that impact it work. It will assist in identifying and developing various means of communication that make it easier for citizens to access the JOB and communicate with it, expanding the circle of those benefiting from its services. Additionally, the Bureau will work on developing and activating external communication channels with beneficiaries, and those working with the Bureau, by developing and regularly updating the information available on the JOB website in a manner that enhances transparency, equity and expands the scope of beneficiaries for JOB's services. Efforts related to awareness-building will also include the preparation of internal and external newsletters, as well as monthly reports to inform the public about achievements related to reform and development as well as the Bureau's future plans.</p>
Project (3)	Annual report issuance
	<p>The JOB will prepare an annual report that will be presented to relevant entities, and those outlined in the law, and will include the results of the Bureau's work and efforts in the area of administrative reform and the opinion of relevant and</p>



specialized entities.



- **Pillar (4) –**
- Institutionalize relations and coordinate efforts with key stakeholders

This pillar aims at institutionalizing relations between the JOB and official and public institutions through enhancing partnerships and formalizing relations with said entities while also coordinating efforts with civil society organizations.

Project (1)	Formalizing Relations With Government Departments
	This program aims for the Bureau to adopt a unified system that would be applied by official and public institutions that are spread across the country to facilitate access the Bureau's services. It also aims at creating a mechanism that would facilitate both cooperation and coordination between the Bureau and official and public institutions and the bureau's access to information to streamline investigation procedures at the lowest possible cost.
Project (2)	Coordinate Efforts with Civil Society and Other Key Stakeholders
	Activities under this program aim at coordinating efforts with civil society organizations in the area of reform and in efforts that achieve the implementation of the JOB's strategy. This will be realized through involving civil society organizations in public activities held by the Bureau, within the realm of authorities prescribed by law. It will also be achieved by the coordination of efforts related to building awareness among citizens about the Bureau's mandate and their right to file grievances against any entity under the Bureau's mandate.