Implementation Status & Results
Jordan
Ombudsman Capacity-Building Support (P122070)

Operation Name: Ombudsman Capacity-Building Support (P122070)  Project Stage: Implementation  Seq.No: 2  Status: ARCHIVED  Archive Date: 09-Sep-2013

Country: Jordan  Approval FY: 2011
Product Line: Institutional Development Fund  Region: MIDDLE EAST AND NORTH AFRICA
Implementing Agency(ies):

Key Dates
Board Approval Date  31-Mar-2011  Original Closing Date  04-Jul-2014  Planned Mid Term Review Date  10-Jan-2013  Last Archived ISR Date  09-Sep-2012
Effectiveness Date  10-Jul-2011  Revised Closing Date  10-Jul-2014  Actual Mid Term Review Date  20-Sep-2013

Project Development Objectives
Project Development Objective (from IDF Proposal)
To build the capacity of the Ombudsman Bureau to deliver its mandate efficiently and effectively, by achieving the following:
(i) Strengthening its service delivery and management systems
(ii) Establishing a complaints administration processes that resolves complaints in a fair manner and in timely fashion
(iii) Ensuring recommendations to other public bodies about improvement of services are accepted and implemented

Has the Project Development Objective been changed since Board Approval of the Project?
☐ Yes  ☐ No

Component(s)

<table>
<thead>
<tr>
<th>Component Name</th>
<th>Component Cost</th>
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</thead>
<tbody>
<tr>
<td>Improve human resources and management capacity</td>
<td>100500.00</td>
</tr>
<tr>
<td>Strengthen complaints management system</td>
<td>84000.00</td>
</tr>
<tr>
<td>Strengthen collaboration and information-sharing within public sector</td>
<td>54500.00</td>
</tr>
<tr>
<td>Financial Supervision</td>
<td>11000.00</td>
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</table>

Overall Ratings

<table>
<thead>
<tr>
<th></th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress towards achievement of PDO</td>
<td>Moderately Satisfactory</td>
<td>Moderately Unsatisfactory</td>
</tr>
<tr>
<td>Overall Implementation Progress (IP)</td>
<td>Moderately Satisfactory</td>
<td>Moderately Unsatisfactory</td>
</tr>
<tr>
<td>Overall Risk Rating</td>
<td>Substantial</td>
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Implementation Status Overview
Overall progress on this program remains slow. Progress has been further undermined by a decision of the National Assembly to merge the Ombudsman Bureau with the Anti-
Corruption Commission - an initiative that had not been discussed with the Council of Ministers. As a result, the future institutional framework of the Ombudsman Bureau remains unclear. The appointment of the President of the Ombudsman Bureau, Mr. Abdelilah Al-Kurdi, ended on 23 June 2013 without being extended. The former deputy to the President is now acting head of the Bureau. He has assured the Bank that implementation of program activities will continue while the final institutional structure is debated, since Ombudsman staff will carry-out many of the same functions even if the Bureau is merged with the Anti-Corruption Commission.

Progress by component:

Component 1 (Improve Human Resources and Management Capacity) - In general, there has been limited progress and schedule overruns in the implementation and spending of planned activities for this component. Most of the work done has been on identifying training needs, conducting a workshop with stakeholders and delivering a training for the investigators with further planned trainings in the very near future. The implementation of the Automated Complaint Management System will trigger a change in job descriptions and the organizational structure. Further, Ombudsman Bureau will need to wait for the final decision on its status (whether it will get dissolved, remain as a separate entity, or become a body under the umbrella of ACC) before it can continue revising job descriptions, internal regulations and the review of its organizational structure since this is strongly related to the final decision.

1.1 Develop human resource policies and systems

OUTPUT 1.1.1: Revised job descriptions
Development of job descriptions was implemented as part of a program funded by USAID. However, these descriptions need to be further developed for those positions affected by implementation of the Automated Complaint Management System (ACMS). A contract has been awarded for implementation of the ACMS, but work is not yet completed. Job descriptions may also need to be further revised if the Ombudsman Bureau is merged with the Anti-Corruption Commission (ACC). Since the Ombudsman Bureau was placed under the umbrella of the Civil Service Bureau (CSB) after this program began, job descriptions will also need to be made consistent with CSB practices.

OUTPUT 1.1.2: revised internal regulations
There has been no progress on revising the internal regulations. The management within the Ombudsman needs to reconfirm its commitment to the importance of this activity, otherwise it needs to be dropped and resources allocated elsewhere.

OUTPUT 1.1.3: Establishment of comprehensive performance appraisal policy
The Ombudsman Bureau is currently governed by the Civil Services Law and is following the procedures and practices of the CSB. The standard CBS forms related to performance appraisal can be further enhanced beyond the parameters set by the CBS, which are in general very vague. This activity would also be affected by a merger with the ACC.

OUTPUT 1.1.4: institutionalization of revised organizational structure
The Ombudsman Bureau has an initial organizational structure that is published online however, the internal structure will need to be reviewed and internal units will need to be reorganized. The Bureau will need to decide on the mandates of each unit, communications lines and further review to the organizational structure is needed. This activity would be highly affected by a merger with the ACC.

1.2 Provide on-job training, mentoring and capacity-building

OUTPUT 1.2.1: development of a detailed training plan covering all levels of positions
A detailed training plan has been developed covering all levels and positions. It highlighted the need for trainings on the following topics: investigation and inspection skills; English language skills; IT and computer skills; time and self-management skills; management and leadership skills; and strategic planning skills. The Bureau has requested trainings for investigators to take place with experts from outside of Jordan since there is no local capacity related to this expertise. All other topics could involve local experts. Two trainings have taken place: i) training of investigators in cooperation with the Judicial Training Institute; and ii) training of Ombudsman Bureau staff by the National Center for Human Rights. However, no progress has been made in implementing additional trainings.

Component 2 (Strengthen Complaints Management System) - In general there has been limited progress on this component, with implementation behind schedule. Advanced statistical data are being produced annually, and the firm that will be implementing the ACMS has been selected and has started implementation. Delays in awarding the contract to
the selected firm were caused primarily by complications in trying to apply both World Bank and Government of Jordan procurement rules. Once the ACMS is designed and in place, the Ombudsman Bureau will have the opportunity to improve the case management process, making it more efficient and transparent. The ACMS will also allow for production of more usable data and statistics. However, if the Ombudsman Bureau is merged with the ACC, there will need to be harmonization of the respective complaints management systems, as the ACC is also a recipient of an IDF Grant.

OUTPUT 2.1.1: Clear guidelines for management of complaints established
The Ombudsman Bureau has conducted an internal review of its case management system without using external consultants. This review will inform the development of the ACMS.

OUTPUT 2.1.2: Procedures for the assessment of systematic issues defined
There has been no progress on conducting an internal comprehensive assessment and the determination of needed reform measures for the administrative and governance systems within the Ombudsman Bureau. This activity will be affected by any merger with the ACC.

OUTPUT 2.1.3: Information for complaint guidelines developed and disseminated
There are some brochures that provide an introduction into the Ombudsman Bureau, its mandate and how the public can benefit from its services. Some posters are available as well at the centers and in other public buildings. The Ombudsman Bureau is also considering making a short film about the role of the Ombudsman for dissemination through social media.

2.2 Automate complaint management procedures

OUTPUT 2.2.1: Production of statistics to provide basis for policy decisions
The Ombudsman Bureau has improved its statistical data dramatically within the last two years. More advanced statistical data is being produced annually. Most of the statistical data mentioned within the program design are now being produced, including: source of complaints, geographical spread of complaints, and number of complaints.

OUTPUT 2.2.2: Establishment of automation and comprehensive database
The Ombudsman Bureau has selected a Jordanian IT company that started working with them on the design and implementation of a comprehensive ACMS. This system is foreseen as a priority to the Bureau and they have already worked with the company on the improvement of their case management in preparation for the introduction of the automated complaint management system. The Ombudsman Bureau has also requested to shift funding to develop its website, however this is likely not possible given the IDF guidelines.

Component 3 (Strengthen Collaboration and Information-Sharing within the Public Sector) - In general there has been limited progress on this component. Changes have been made to the format of the annual report, but there is still no model format. The Ombudsman has not consulted with the public, other government agencies or CSOs to obtain feedback about the data, information and analysis that should be included in annual reports. No real progress has been made in developing a program of thematic reports.

3.1 Facilitate data exchange mechanisms

OUTPUT 3.1.1 Standardized list of reports and indicators
There has been no progress in conducting the workshop for key public sector institutions to define needed statistical reports, type of information in support of other entities to improve their internal governance procedures and delivery of services. Further efforts are needed to improve the understanding of certain project activities (including this activity) and how the bureau can benefit from the project to improve its efficiency in achieving its mandate. It is important to address data needs now, as doing such should inform the design of the ACMS.

3.2 Develop methodology for evaluating impact collaboration

OUTPUT 3.2.1: Production of model annual report
The Ombudsman Bureau has been producing annual reports that provide a considerable amount of analyzed statistical information on processed complaints and presenting public administration performance as detected through complaint processing. The report has seen progressive improvement over the last two years yet, but needs further work in terms of making the report more user-friendly as opposed to dropping large amounts of data with minimal analysis.

OUTPUT 3.2.2: Methodology for identifying and promoting good practices
In April of 2012, a capacity-building consultation was held with the Ombudsman Bureau, World Bank, International Ombudsman Institute (IOI) and the Ombudsman of Hong Kong. The former Ombudsman of Peru provided a written contribution on building the capacity of newly-established ombudsmen institutions. The event allowed for the exchange of international good practice and the integration of the Jordan Ombudsman within the IOI, which will provide future training activities for Ombudsman staff. In addition, comments were provided by the Bank and IOI for enhancing its annual report and advice provided on developing a plan for issuing more frequent thematic reports. The Ombudsman Bureau has begun planning a consultation with key counterpart ministries and agencies to discuss improving mechanisms for enforcing Ombudsman decisions and improving overall cooperation. This even will focus on ministries and agencies receiving the most numerous complaints. A workshop was held February 2013 to improve the relationship between the Ombudsman Bureau and other public administration entities, in order to develop an institutionalized system of cooperation which helps both parties in achieving their mandates and in providing better service to the citizens. The workshop came out with recommendations to institutionalize and improve the coordination and collaboration between the Ombudsman and the public administration entities. However, there has been only minimal follow-up in terms of designing better mechanisms for cooperation based on good practices.

Locations
No Location data has been entered

Results

Indicators

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Core</th>
<th>Unit of Measure</th>
<th>Baseline</th>
<th>Current</th>
<th>End Target</th>
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<tbody>
<tr>
<td>Reduction in time need to resolve case to an average of three months</td>
<td></td>
<td>Days</td>
<td>Value</td>
<td>Date</td>
<td>19-Aug-2013</td>
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<tr>
<td></td>
<td></td>
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<td>Comments</td>
<td>more than 6 months</td>
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<td>Within two years, 50% of decisions will be implemented</td>
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Data on Financial Performance (as of 22-Jul-2013)

Financial Agreement(s) Key Dates

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Disbursements

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Key Decisions Regarding Implementation
None at this time

Restructuring History
There has been no restructuring to date.

Related Projects
There are no related projects.