

A photograph of a sign for the National Centre for Human Rights. The sign features Arabic calligraphy at the top and English text below it. The background is a light-colored wall with some greenery and white flowers in the foreground.

المركز الوطني لحقوق الإنسان

The National Centre for Human Rights

The Strategic Plan (2021-2023)

of the National Center for Human Rights NCHR

Introduction

The National Center for Human Rights (NCHR) was established in late 2002, as an independent national institution of public interest, concerned with the protection and promotion of human rights in the Kingdom, and enjoys legal personality with complete financial and administrative independence in the exercise of its intellectual, political and humanitarian activities and events related to human rights. The establishment of the Center is based on the Paris Principles relating to the competence, responsibilities and independence of NHRIs. The Center commenced its work in June of 2003.

NCHR Objectives:

1. Advancing the principles of human rights in the Kingdom, inspired by the tolerant message of Islam, the values inherent in the Arab heritage, the rights stipulated in the Constitution, and the principles affirmed by international covenants and treaties.
2. Promoting and protecting human rights in the Kingdom based on the rights and duties stipulated in the Constitution as well as the obligations assumed by Jordan under international human rights treaties, agreements, and conventions.
3. Contributing to the consolidation of human rights principles in the Kingdom at both intellectual and practical levels, without discrimination as to race, language, religion or gender.
4. Enhancing the democratic approach in the Kingdom with a view to creating an integrated and balanced model based on respect of freedoms, guarantee of political pluralism, upholding of the rule of law and ensuring the right to economic, social and cultural development.
5. Encouraging the Kingdom's accession to the Arab and international human rights treaties and conventions.

The Centre pursues its objectives through various working methods, most notably; monitoring the human rights situation in the Kingdom with the view to address any violations or infringements thereon; and following up on the adoption of the necessary measures for that purpose, including through conciliation or referral to the competent executive, legislative or judicial authorities in order to halt such violations and eliminate their consequences, in addition to making recommendations and proposals to safeguard human rights in the Kingdom.

Since its inception, NCHR has issued (15) reports on the situation of human rights in the Kingdom, which included a monitoring of the reality of human rights at the level of legislation, policies, and practices, and an assessment of their compliance with the Constitution and national legislation and the State's obligations assumed under the ratified international human rights conventions and treaties. These annual reports, with their recommendations, would thereby serve as a national roadmap for implementing and strengthening the participatory democratic approach, accelerating sustainable development, improving the conditions of various groups of society, and protecting and promoting human rights in general.

In addition, the Center has issued many other specialized and thematic reports on human rights, implemented dozens of programs, activities and events in most governorates of the Kingdom, and cooperated with all relevant ministries and government institutions, as well as with national and international civil society organizations concerned with human rights.

The National Center for Human Rights commands widespread respect and earns a special stature at the national, regional and international levels. The Center is accredited by the Sub-committee on Accreditation (SCA) of the Global Alliance of National Human Rights Institutions (GANHRI) with "A status", and is member of the Asia-Pacific Forum of National Human Rights Institutions (APF), and the Arab Network for National Human Rights Institutions (ANNHRIs). All of this creates an additional motivation for the Center to properly carry out its mandated mission in protecting and promoting human rights and to maintain and enhance its stature and credibility. That is so despite the huge challenges facing Jordan at the local, regional and international levels, which requires the NCHR Board of Trustees and its General Secretariat to put a lot of efforts to enhance the Center's engagement with the human rights protection mechanisms at the national, regional and international levels, as well as preserving, building on and consolidating its gains.

NCHR will work through its Board of Trustees and its General Secretariat to develop practical steps that contribute to achieving the highest standards of response to national priorities and international commitments in the field of human rights and public freedoms. The foremost among these is the Center's annual work plan for the year 2021.

Work References

A Royal Decree was issued appointing the new Board of Trustees of the National Center for Human Rights on August 8, 2019. The new Board initiated its work with forming various specialized committees, with the aim of activating its role in formulating the general policy of the Center and to strengthen and support partnership with the General Secretariat, through providing advice and technical support and enhancing the Center's engagement with various local, regional and international partners, which would contribute to raising the effectiveness of the Center's work. Among these committees is the Planning and Development Committee, which took over the task of supervising the preparing the Center's Annual Plan for the year 2020, in order to respond to urgent priorities. While recognizing the importance of basing the planning process on an objective evaluation of the Center's Strategy for the years (2018-2020), the Committee decided to postpone this until the end of its time frame, and to prepare for the development of the new strategy. That was owing to time constraints and the need for a road map for the period to come that contributes to enhancing the achievements, and constitutes a basis for rebuilding and strengthening partnerships and securing the sufficient technical and financial support.

The Annual Plan for the Year 2020 was based on a set of national references that constitute the Center's overarching frame of reference that governs its work, the most important of which are:

- The Jordanian Constitution and the rights and duties stipulated therein, as well as those enshrined in the relevant international human rights agreements to which Jordan is a party.
- The National Center for Human Rights Law, as well as its mandate, which provides safeguards for the Center to deliver on its mission independently, objectively and efficiently.
- The UN Principles relating to the Status of National Human Rights Institutions (The Paris Principles), which the Center is keen on maintaining its (A-status) accreditation by the Sub-Committee on Accreditation of the Global Alliance of National Human Rights Institutions (GANHRI) , which require the full compliance with the standards contained therein related to competencies, responsibilities, guarantees of independence, pluralism and work mechanisms.
- The Center's Strategic Plan (2018-2020).
- The Comprehensive National Plan for Human Rights (2016-2025), which serves as a national roadmap for the advancement of the human rights situation at the level of legislation, policies and practices.
- Reports issued by the UN treaty committees and their recommendations during the period 2017-2019 regarding periodic reports submitted by the Jordanian State.
- Annual, periodic and specialized reports issued by the Center and the recommendations and observations contained therein.
- The recommendations of the UPR 2018.
- The developments on the Jordanian arena and the efforts required by the NCHR to deal with them.

The Main Current Challenges

There are a number of challenges that must be faced, the most prominent of which are:

- By examining the financial statements of the National Center for Human Rights for the years 2018 and 2019 and analyzing them in detail, it was found that the financial status of the Center is generally good, **but there is a weakness and a decline in the amount of funding provided by donors in support of the projects implemented by the Center.**
- The clear disparity in the level of staff capacity in the Center, and the need for the majority of them for continuous training, upgrading and capacity building.
- Weak response to the Center's reports and recommendations by the official authorities, the lack of cooperation of some liaison officers with the Center's correspondences, and the weak coordination and communication with them.
- The lack of proper understanding of how to strike a balance between national security interests and human rights imperatives among workers in the executive authorities.
- Regional and international conditions, which play a prominent role in aggravating the internal situation, accompanied by a restriction on public freedoms.
- Deteriorating economic conditions and high unemployment rates among different age groups and the implications of that on the society and the behavior of individuals.
- The strangulation of civil society and non-governmental organizations, which is a manifestation of a retrogression of rights and freedoms in the state.
- The waves of refugees received by Jordan which imposed additional burdens on various levels, especially on services, in addition to challenges related to security and stability.
- Overlapping roles of strategic partners and the absence of a clear map showing their intersections with the roles of the Center
- The slow pace of achievement in human rights

The Methodology of the Preparation of the Strategic Plan

The development of the NCHR Strategic Plan (2021-2023) adopted a participatory approach through which a large number of relevant stakeholders and external partners were involved, and was based on national references, where various documents were studied and analyzed in detail, in addition to conducting focused discussions and brainstorming sessions. The methodology of preparing the Center's strategic plan consisted of five basic stages, as follows:

- Internal analysis:

- Reviewing the NCHR previous strategic plans and studies.
- Reviewing legislation related to the NCHR working methods and functions.
- Group workshops to identify institutional gaps, challenges and priorities.

- Analysis of strategic partners:

- Identifying strategic partners.
- Holding meetings with strategic partners.

- Identifying priorities and strategic objectives:

- Presenting the results of internal analysis and analysis of strategic partners.
- Identifying strategic institutional priorities.
- Formulating strategic goals and defining base values and objectives values.

- Developing initiatives and projects:

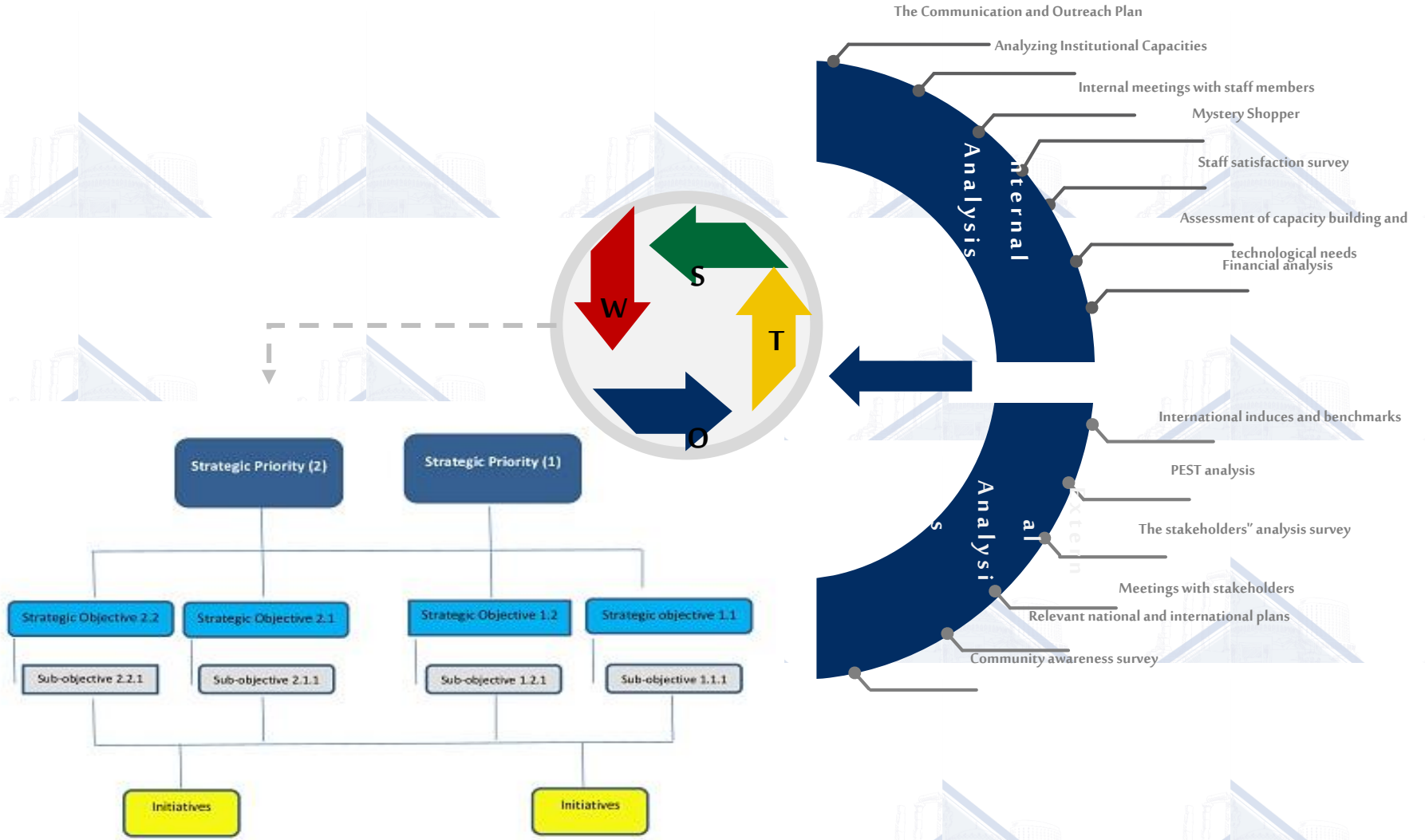
- Preparing a list of strategic projects for each objective and strategic priority and assigning the departments responsible for each initiative through holding meetings with each department and specialized units.

- Identifying performance indicators:
 - Preparing a list of KPIs.
 - Developing the first draft of the strategic plan report for review.
 - Issuing the strategic plan for the National Center for Human Rights (2021-2023) and plans for projects and initiatives.

This also included some activities such as:

- Conducting specialized workshops and brainstorming sessions during which the work teams carried out a SWOT Analysis of the National Center for Human Rights with the aim of determining the strengths, weaknesses, opportunities, and threats that may face the Center, in addition to analyzing the political, economic, social, technical, environmental and legal influences that affect the sector.
- Holding a comprehensive workshop for all those involved in the development of the strategic plan with the aim of validating the results of the analysis, developing the mission and vision, and developing the draft strategic objectives for the next three years.
- Identifying the initiatives and projects needed to achieve the strategic plan in addition to the performance indicators for strategic projects.

The following figure shows the methodology of work followed in preparing the Strategic Plan:



Intersections of the Strategic Plan with National Priorities

The Strategic Plan (2021-2023) of the of the National Center for Human Rights was based on various sources of national references, in addition to the outcomes of focused group discussions, experts working groups, and brainstorming sessions. Following are the most important intersections with the national goals and priorities of Jordan's vision 2025:

- Optimizing the use of the outputs of the Productivity Enhancement Program, as well as the training and rehabilitation schemes to ensure the creation of employment opportunities that are matched with the labor market demands of poor people or those vulnerable to poverty; focusing on women, youth and persons with disabilities.
- Creating a conducive environment to ensure more effective contribution by the governmental, private and voluntary sectors and the funding agencies.
- Promoting respect for vulnerable and marginalized groups.
- Supporting persons with disabilities to increase their engagement in all community activities.
- Caring for the elderly.
- Supporting equality in labor rights between the public and private sectors.
- Making more stringent provisions against all forms of discrimination and violence against women, and amend legislation that normalizes violence and reinforces discrimination against them, as recommended by the women's movement activists to the Parliament.

Following are the national plans and recommendations:

Jordan 2025 desired outcome

CITIZEN <i>Active citizens with a sense of belonging</i>	SOCIETY <i>Safe and stable society</i>	BUSINESS <i>Dynamic and globally competitive private sector</i>	GOVERNMENT <i>Efficient and effective government</i>
HEALTH High health level	RULE OF LAW Confidence in and compliance with the law	TRADE & COMPETITIVENESS A competitive regional hub	MACROECONOMIC STABILITY Financial services that maintain investors & market confidence
EDUCATION Jordanians equipped with the skills to succeed	ACTIVE CITIZENSHIP An effective society based on active citizenship	BUSINESS ENVIRONMENT An efficient and stable legislative environment	QUALITY OF PUBLIC SERVICE Efficient, ethical and citizen-centric government services
WORKFORCE PARTICIPATION Jordanians actively engaged in the economy	FAMILIES AND COMMUNITIES Strong families and local communities	CAPITAL FOR GROWTH Capital to support business & development projects	MANAGEMENT & COORDINATION Excellent policy making & implementation in gov.
EMPLOYMENT Decent and rewarding jobs for all Jordanians	POVERTY & SOCIAL PROTECTION Protection & empowerment of those in need	SMALL & MEDIUM ENTER Supporting & stimulating environment to establish business	TRANSPARENCY & ACCOUNTABILITY Transparent gov. institutions accountable to parliament & citizens
	SAFETY AND SECURITY A safe society	CONTRIBUTION IN GROWTH Regionally competitive clusters encouraging exports and jobs for Jordanians	RESOURCE SECURITY Sustainable long-term management of food, energy & water requirements
			INFRASTRUCTURE World-class infrastructure that support development

Plan name

An overview of the plan

The rationale for the plan

Recommendation

Jordan Vision 2025

Jordan Vision 2025 is a comprehensive strategic plan for the Kingdom and includes a number of strategic priorities related to human rights

Jordan's 2025 vision set a number of priorities and strategic objectives related to human rights issues, as well as initiatives of priority for implementation that raise the standing of the Center and contribute to the achievement of national goals

To take into consideration the long-term national goals and working on setting strategic objectives that achieve and intersect with these national goals

The Comprehensive National Plan for Human Rights (2016 - 2025)

The Comprehensive National Plan for Human Rights 2016-2025 includes a number of main axes for upholding human rights in Jordan

The Comprehensive National Plan for Human Rights aims at achieving strategic objectives for the consolidation and enhancement of human rights in the Kingdom. It is also a long-term plan of an independent nature and enables the Center to contribute to the realization of national goals.

To take into account the medium and long-term goals to follow up their achievement and improve Jordan's ranking in the international indices of human rights

2030 Sustainable Development Goals

The Sustainable Development Report presents the SDG Index and Dashboards for all UN member states and frames the implementation of the Sustainable Development Goals (SDGs) in terms of six broad transformations. It was prepared by teams of independent experts at the Sustainable Development Solutions Network (SDSN)

Achieving the SDGs promotes the realization of the Center's objectives in upholding human rights, monitoring and following up the progress achieved thereon on a regular basis, and knowing the Kingdom's status in each goal. It also maximizes the role of common stakeholders and offers favorable opportunities to achieve common objectives.

To take into account the sustainable development goals to upgrade Jordan's ranking on the Arab and regional SDG index

Vision, mission and core values

The Center is guided by a clear vision on which its Strategic Plan was formulated, represented by:

Vision

"A Jordanian society in which justice, equality, and respect for human dignity and rights prevail"

The strategic and operational objectives of the Center have been set based on its mission, as follows:

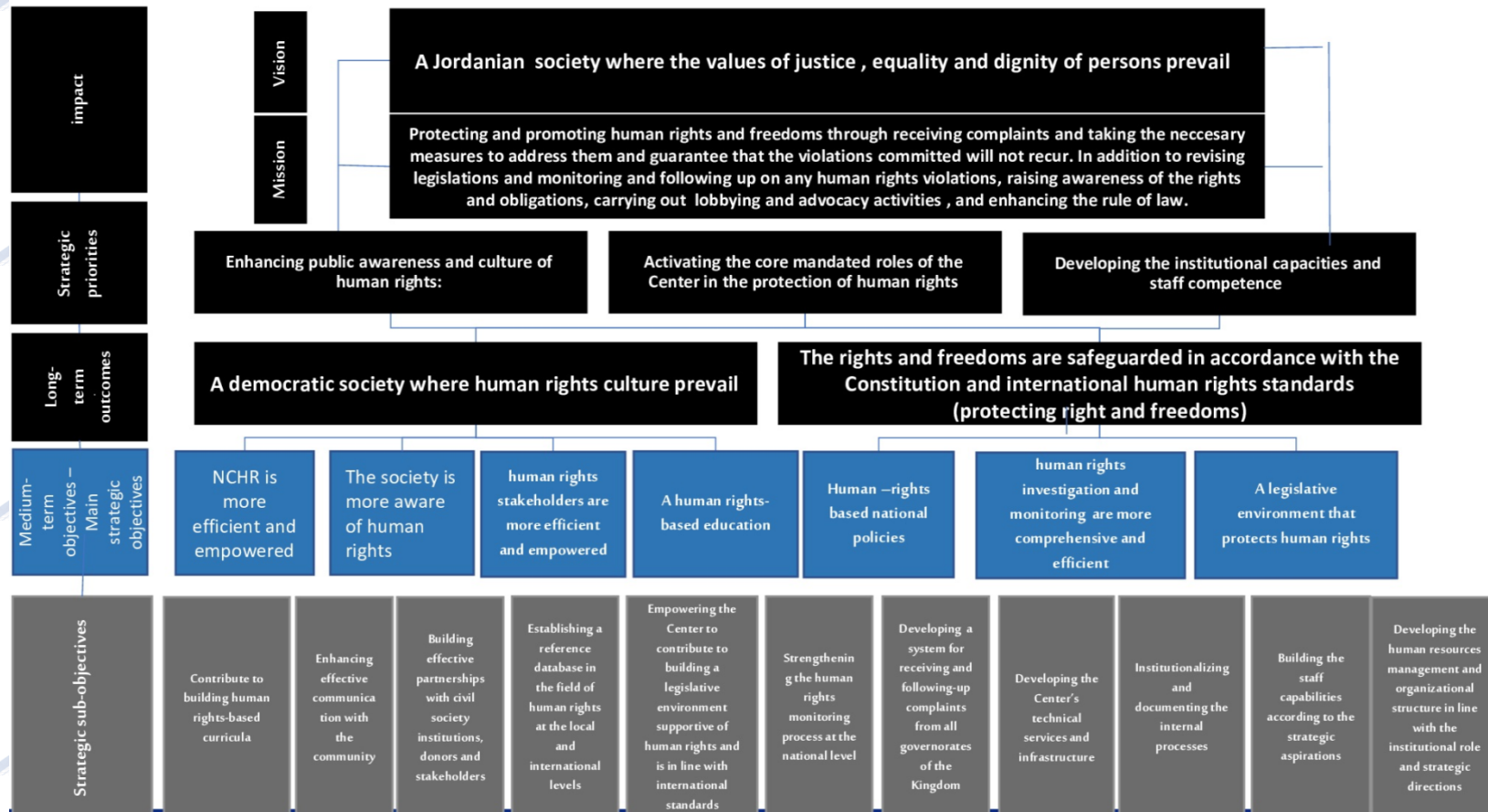
Mission

"Protecting and safeguarding human rights and freedoms by receiving complaints and taking the necessary measures to address them and ensuring their non-recurrence, reviewing legislation, monitoring and following up on violations, raising awareness of the rights and duties, lobbying and advocacy and promoting the rule of law"

In its endeavor to achieve its vision and mission, the Center is committed to observing the following **core values and guiding principles**:

- **Affiliation:** A firm belief in the Center's mission and the importance of upgrading its role and achieving its goals and objectives, with commitment to teamwork, institutional harmony, and effective and impartial management at all levels.
- **Integrity and objectivity:** Complete impartiality in dealing with various parties and addressing and following up human rights issues with high professionalism and complete objectivity in making decisions based on thorough analysis and scrutiny of the available information.
- **Participation:** Engaging with the various relevant stakeholders and building relationships based on consultation, constructive collaboration, respect for differing views, and mutual trust, with emphasis on the primacy of the national interest, which is a common goal that brings together the various parties and a fundamental guide to work.
- **Stimulating Environment:** The continuous pursuit of a stimulating and conducive work environment for outstanding performance, raising the educational and professional level of the center's staff, enhancing their capabilities, upgrading their skills, and increasing their participation in accordance with the principles of discipline, self-censorship, justice and equal opportunities.
- **Transparency:** Transparency in relation to all the Center's dealings and setting clear standards and objective performance indicators to ensure accountability and liability.
- **Excellence:** Excellence in performance and in the quality of services provided in accordance with the highest quality standards and international practices.

The Theory of Change - The National Center for Human Rights




strategic priorities

By reviewing the results of the internal analysis and the analysis of the partners, the Strategic Plan of the National Center for Human Rights (2021-2023) has been outlined in the following Strategy Statement:

“The National Center for Human Rights will work through its Strategic Plan (2021-2023) to protect and promote human rights in Jordan and enhance Jordan’s human rights profile at the national, regional and international level in accordance with the Paris Principles by developing its institutional capacities on a continuous basis and activating the Center’s core mandated roles in protecting and promoting human rights, enhancing the community’s awareness and culture of human rights, strengthening partnerships and communication at both the domestic and international level”.

The strategic priorities of the National Center for Human Rights for the years 2021-2023 were identified following an internal and external analysis and a SWOT analysis which aimed at achieving its strategic directions and address the strengths, weaknesses, opportunities and challenges. The Plan were reviewed by the Steering Committee for the preparation of the strategic plan and the representatives of the Center. That analysis resulted in the identification of three strategic priorities divided into strategic objectives covering three main axes, to be measured by specific performance indicators.

1. Developing the NCHR institutional capacities and staff competence



"A Jordanian society in which justice, equality, and respect for human dignity and rights prevail "

2. Activating the NCHR core mandated roles in the protection of human rights

3. Enhancing the community's awareness and culture of human rights

1. Developing the institutional capacities:

The development of institutional capacities has been identified as the first strategic priority in the NCHR Strategic Plan 2021-2023. This priority includes all initiatives and projects for internal development to achieve the vision of the National Center for Human Rights and in line with the objectives of its strategic plan, which will cover four main axes:

- 1.1. Developing the human resources management and the organizational structure in line with the institutional role and strategic directions.
- 1.2. Building the capabilities of employees according to strategic aspirations.
- 1.3. Institutionalizing and documenting the Center's internal processes.
- 1.4. Developing the Center's technical infrastructure and services.

2. Activating the core mandated roles of the Center in the protection of human rights:

Drawing on the results of the internal and external analysis and based on the NCHR Law, it was proposed that the main mandated roles of the Center in protecting human rights be activated as a second strategic priority in the Strategic Plan (2021-2023), which includes the following:

- 2.1. Developing a system for receiving and following up complaints from all governorates of the Kingdom
- 2.2. Strengthening the human rights monitoring at the national level.
- 2.3. Enabling the Center to contribute to building a supportive legal environment for human rights and is in line with international standards.

3.Enhancing public awareness culture of human rights:

Based on the results of the interviews and the aspirations of the strategic partners of the National Center for Human Rights, raising society's awareness and culture of human rights has been set as a third strategic priority. This includes increasing in the references to human rights data, following up on local and international human rights indicators, building effective partnerships with international community institutions and strategic partners, and activating the participatory role in implementing joint programs with them, in addition to activating the process raising public awareness of the human rights through seminars and conferences on human rights to raise the status of the Center at the regional and international levels.

- 3.1. Establishing a reference database in the field of human rights at the local and international levels
- 3.2. Building effective partnerships with civil society institutions, donors and stakeholders
- 3.3. Promoting effective communication with the society.
- 3.4 Contributing to building educational curricula based on human rights

Key Results and Performance Indicators

The Strategic Plan (2021-2023) of the National Center for Human Rights aims to achieve a number of strategic outcomes over the three years of the plan (2021-2023). Therefore, strategic and operational performance indicators have been elaborated to monitor performance and level of achievement of strategic objectives

strategic priorities	strategic goals	Key Results Indicators				
		Strategic Results Indicators	The base value	The target value 2021	The target value 2022	The target value 2023
1. Developing the institutional capacities and staff competence	1.1 Developing the human resources management and organizational structure in line with the institutional role and strategic directions	Strategic Results Indicators	The base value	The target value 2021	The target value 2022	The target value 2023
		job satisfaction level	%54.6	% 60	%67	%77
		Staff turnover rate	-	Less than 10 %	Less than 10 %	Less than 10 %
	1.2. Building the staff capabilities according to the strategic aspirations	Strategic Results Indicators	The base value	The target value 2021	The target value 2022	The target value 2023
		The completion rate of the training plan	-	%100	%100	%100
	1.3. Institutionalizing and documenting the internal processes	Strategic Results Indicators	The base value	The target value 2021	The target value 2022	The target value 2023
		The level of organizational readiness	%60	%65	%70	%75
	1.4. Developing the Center's technical services and infrastructure	Strategic Results Indicators	The base value	The target value 2021	The target value 2022	The target value 2023
		The rate of e-transformation of the NCHR services	TBD (to be determined)	TBD (to be determined)	TBD (to be determined)	TBD (to be determined)
	2. Activating the core roles of the Center in the protection of human rights	2.1. Developing a system for receiving and following-up complaints from all governorates of the Kingdom	Strategic Results Indicators	The base value	The target value 2021	The target value 2022
Average number of days for handling a complaint			40 days	36 days	25 days	20 days
Complainant satisfaction rate			-	TBD (to be determined)	TBD (to be determined)	TBD (to be determined)

		The number of complaints with a satisfactory result	144	TBD (to be determined)	TBD (to be determined)	TBD (to be determined)
		Percentage of complaints in which a satisfactory result was reached	%28	%35	%40	%50
	2.2. Strengthening the human rights monitoring process at the national level	Strategic Results Indicators	The base value	The target value 2021	The target value 2022	The target value 2023
		Number of monitoring visits and monitoring activities carried out annually	200	350	400	450
	2.3. Empowering the Center to contribute to building a legislative environment supportive of human rights and is in line with international standards	Strategic Results Indicators	The base value	The target value 2021	The target value 2022	The target value 2023
		Number of draft legislations proposed for amendment by the center	8	To be measured annually	To be measured annually	To be measured annually
		Percentage of amended legislation out of the proposed	%37.5	To be measured annually	To be measured annually	To be measured annually
3. Enhancing public awareness and culture of human rights:	3.1. Establishing a reference database in the field of human rights at the local and international levels	Strategic Results Indicators	Base value	The target value 2021	The target value 2022	The target value 2023
		Jordan's rank on the (SDG) Index	54	59	64	69
		Jordan's rank on the Democracy Index	31	36	41	46
		Jordan's rank on the Human Freedom Index	63	68	73	78
		Jordan's Ranking & Score in Global Indices	50	53	56	60
	3.2. Building effective partnerships with civil society institutions, donors and stakeholders	Strategic Results Indicators	Base value	The target value 2021	The target value 2022	The target value 2023
		The number of strategic partners with whom programs have been implemented annually	-	To be measured annually	To be measured annually	To be measured annually
		The number of programs implemented in cooperation with strategic partners	-	To be measured annually	To be measured annually	To be measured annually
			Strategic Results Indicators	Base value	The target value 2021	The target value 2022

		The number of published reports	40	42	44	46
	3.3. Promoting effective communication with the community	The completion and submission of human rights reports by the due date	0	%100	%100	%100
		The level of community awareness	-	TBD	TBD	TBD
	3.4. Contributing to building educational curricula based on human rights	Strategic Results Indicators	Base value	The target value 2021	The target value 2022	The target value 2023
		Amending educational curricula and integrating of human rights standards	0	TBD	TBD	TBD
		The extent to which school students know the concepts of human rights	0	TBD	TBD	TBD
		The extent of the teaching staff's awareness of human rights concepts	0	TBD	TBD	TBD

Strategic Projects

Forty-three initiatives and projects to achieve the strategic objectives have been prepared and approved, with an indication of responsibilities and timeframes for the accomplishing each of these projects, as shown below:

Strategic Priority

1. Developing the institutional capabilities and staff competencies

Strategic objective

1.1. Developing the human resource management and the organizational structure in line with the institutional role and strategic directions

Strategic projects

Project Name	Implementation period			Responsibility	Partners	Budget	Expected outcomes
	2021	2022	2023				
1.1.1. Organizational Structure Modernization Project	End of June			The Commissioner-General	The Board of Trustee		A new organizational structure in accordance with best practices, including the establishment of a communication and information unit, and a follow-up and implementation unit of the strategic plan

1.1.2.	Filling job vacancies according to the new organizational structure		End of Aug		The Board of Trustees	The Commissioner General	Relocation of employees according to the new organizational structure and filling 100% of vacancies at the end of the project
1.1.3.	Developing the human resource management system	End of June			The Commissioner General	The Board of Trustees	A human resources management system and job descriptions for employees according to the new organizational structure
1.1.4.	Developing a replacement and succession plan	End of Dec			NCHR Commissioner General	The Human Resources Committee	Replacement and succession plan according to best practices

KPIs

1. Job satisfaction level
2. Job Turnover

Strategic Priority

1. Developing the institutional capabilities and staff competencies

Strategic objective

1.2. Building the capabilities of employees according to the strategic aspirations

Strategic projects

Project Name	Implementation period			Responsibility	Partners	budget	Expected outcomes
	2021	2022	2023				
1.2.1. Development of career path for jobs and development plans for employees	End of Sep			Human Rights promotion Commission – The Training and Awareness Department			Career path document
1.2.2. Identifying training needs and elaborating a training plan	End of Dec			- The Human Rights Promotion Commission – The Training and Awareness Department	USAID		An annual training plan for employees tailored to meet the required needs and requirements of the career path
1.2.3. Implementation of the training plan	Annually	Annually	Annually	The Commissioner General	Relevant departments		Accredited training programs
1.2.4. Building a roster of local and international expert trainers and specialists in the fields of human rights	End of June	Annually	Annually	Human Rights promotion Commission – The Training and awareness Department			Comprehensive database of qualified trainers in the fields of human rights (to be updated annually)

KPIs

1. The percentage of the completion of the training plan

Strategic Priority

1. Developing the institutional capabilities and staff competencies

Strategic objective

1.3. Institutionalizing and documenting the internal process

Strategic projects

Project Name	Implementation Period			Responsibility	Partners	Budget	Expected Outcomes
	2021	2022	2023				
1.3.1. Reviewing and re-engineering internal procedures and work policies in line with the organizational structure and institutional role		End of March		NCHR commissioner General	human Resources committee		<ul style="list-style-type: none"> An updated internal policies and procedures manual for all departments compatible with the tasks of all departments in the updated organizational structure Manual for the Jobs' authorities and terms of reference Manual for the forms of procedures.
1.3.2. Developing and standardizing the procedures and systems of the Communication and Information Unit	End of Jan			Communication and media unit in coordination with information technology Unit			<ul style="list-style-type: none"> Units' work procedures Archiving and documenting the operations and activities of the unit Preparing the Center's visual identity and branding manual
1.3.3. Developing the matrix of internal process indicators and the required forms		End of June		commissioner general and the Human Resources Committee			<ul style="list-style-type: none"> Matrix of performance indicators for internal processes All related forms

KPIs

1. The level of the institutional readiness

Strategic Priority

1. Developing the institutional capabilities and staff competencies

Strategic objective

1.4. Developing the technical infrastructure and services

Strategic projects

Project Name	Implementation period			Responsibility	partners	Budget	Expected outcomes
	2021	2022	2023				
1.4.1. Archiving files electronically		End of March		The Commissioner General	The Administrative Affairs		Archive the Center's files electronically
1.4.2. Upgrading the electronic complaints system	End of Dec		End of Dec	The Commissioner General			Readiness to receive complaints electronically
1.4.3. Upgrading the website	End of April			The Communication and information unit			An upgraded website
KPIs	1. The percentage of the electronic services						

Strategic Priority

2. Activating the core roles of the Center in the protection of human rights

Strategic Objective

2.1. Developing a system for receiving and following-up complaints from all governorates of the Kingdom

Strategic Projects

Project Name	Implementation date			Responsibility	Partners	Budget	Expected outcomes
	2021	2022	2023				
2.1.1. Developing a plan to engineer the complaints process		End of March		The Commissioner General	The Civil and Political Rights Directorate		A new plan for receiving complaints
2.1.2. Developing a mechanism to follow up on complaints		End of March		The Commissioner General	The Civil and Political Rights Directorate		A new systemized mechanism to track the status of the received complaints
2.1.3. Creating a database of complaints and performance indicators of complaints processes		End of March		The Commissioner General	The Civil and Political Rights Directorate		A comprehensive database to save complaints and performance indicators data

2.1.4. Building a comprehensive system in the governorates to receive complaints and monitor violations		End of March		The Commissioner General	The Civil and Political Rights Directorate		A network of liaison officers and a system for receiving complaints and carrying out monitoring work covering all governorates
KPIs	<ol style="list-style-type: none"> 1. The Average number of days for handling a complaint 2. The Satisfaction rate of the complainant 3. The number of complaints handled correctly 						

Strategic Priority

2. Activating the core mandated roles of the Center in the protection of human rights

Strategic Objective

2.2. Strengthening the human rights monitoring process at the national level

strategic projects

Project Name	Implementation Period			Responsibility	Partners	Budget	Expected Outcomes
	2021	2022	2023				
2.2.1. Developing an annual plan to implement a number of field monitoring visits	End of Feb	End of Feb	End of Feb	All relevant departments	The Commissioner General		Monitoring visits plan developed annually

2.2.2. Conducting field monitoring visits according to the plan	Annually	Annually	Annually y	All relevant departments	The Commissioner General	Reports on each monitoring visit carried out according to the established plan
2.2.3. Developing monitoring indicators and following up on the on a periodic basis		End of March		All relevant departments	The Commissioner General	Updated monitoring indicators and periodic reports on these indicators
2.2.4. Preparing studies and periodic reports based on the monitoring results	On a quarterly basis	On a quarterly basis	On a quarterly basis	The Studies and documentation Department	NCHR Commissioner General	Studies and periodic reports based on the monitoring results
KPIs	1. The number of the inspection visits and monitoring works					

Strategic Priority

2. Activating the core mandated roles of the Center in the protection of human rights

strategic objective

2.3. Empowering the Center to contribute to building a legislative environment supportive of human rights and is in line with international standards.

strategic projects

Project Name	Implementation Period			Responsibility	Partners	Budget	Expected Outcomes
	2021	2022	2023				
2.3.1. Collecting legislative observations internally and externally	Annually	Annually	Annually	The Legislations Department			A database containing legislative observations updated periodically
2.3.2. Developing a voluntary initiative for human rights activists to create a voluntary committee of lawyers	End of June			The Human Rights Enhancement Commission			A database of volunteers and human rights activists and the formation of a voluntary committee of legal professionals
2.3.3. Developing matrix of human rights –related laws and legislation	End of March			The Human Rights Enhancement Commission			A new matrix of laws and legislation intersecting with the legal dimensions adopted in the Center
2.3.4. Suggesting the necessary legislative amendments to the concerned authorities and following up on their implementation	Annually	Annually	Annually	The Human rights empowerment Commission			Annual report of the proposals sent to the concerned authorities and the outcomes of such efforts
KPIs							

1. The Number of draft legislations proposed for amendment by the Center
2. The proportion of amended legislation out of the proposed ones.

Strategic Priority

3. Enhancing public awareness and culture of human rights

Strategic objective

3.1. Establishing a reference database in the field of human rights at the local and international levels

Strategic Project

Project Name	Implementation Period			Responsibility	Partners	Budget	Expected outcomes
	2021	2022	2023				
3.1.1. Reviewing and upgrading the template for periodic reports	End of Feb			The Commissioner General			Develop a template for annual periodic reports
3.1.2. Institutionalizing the periodic reporting process	End of June			The Commissioner General			Plan to issue annual reports in the fourth quarter of each year
KPIs	1. Jordan's rank on the SDGs Index 2. Jordan's rank on the Democracy Index 3. Jordan's rank on the Human Freedom Index 4. Jordan's rank in international indices						

Strategic Priority

3. Enhancing public awareness and culture of human rights

Strategic objective

3.2. Building effective partnerships with civil society institutions, donors and stakeholders

Strategic Project

Project Name	Implementation period			Responsibility	Partners	Budget	Expected Outcomes
	2021	2022	2023				
3.2.1. Prioritizing local and international partnerships	End of May						<ul style="list-style-type: none"> local strategic partners map International partners map
3.2.1. systematic development of partnerships with donor organizations locally and internationally	End of Sep						An approved methodology for building partnerships with donor organizations
3.2.3. systematic development of partnerships with civil society organizations and stakeholders	End of Sep						An approved methodology for building partnerships with civil society organizations and potential stakeholders
3.2.4 Preparing and implementing a plan for holding periodic seminars and conferences in partnership with civil society organizations	Annually	Annually	Annually				An annual plan for holding seminars and conferences approved by the Center's management
3.2.5. Activating the project's unit	End of Dec						Attracting funding and follow up projects
KPIs	1. The number of strategic partners with which programs are implemented annually						

2. The number of programs implemented in cooperation with strategic partners

Strategic Priority

3. Enhancing public awareness and culture of human rights

Strategic objective

3.3. Promoting effective communication with the community

Strategic Project

Project Name	Implementation period			responsibility	partners	budget	Expected Outcomes
	2021	2022	2023				
3.3.1 Preparing a communication and media strategy for 3 years	Beginning of Jan			Communication and media unit			Communication and media strategy
3.3.2 A study on the level of community awareness	Dec		End of 12	Communication and media unit			A comprehensive analytical study that reflects the level of societal awareness of human rights
3.3.3. Upgrading the communication and media strategy		Beginning of Jan	Beginning of Jan	Communication and media unit			Annually updated strategy
3.3.4 Implementing the Strategy's activities – conducting public awareness programs and campaigns	Annually	Annually	Annually	Communication and media unit	NCHR commissioner General		Implementation of community awareness programs and campaigns
3.3.5 preparing human rights related report	Annually	Annually	Annually	All relevant departments			Human rights related reports issued on time

<p>3.3.6 Contracting with a company specialized in managing social media platforms to manage the content of the center, or hiring a website and social media specialist</p>	<p>End of Feb</p>	<p>It is possible to contract with a company for a period of one year, provided that they train and transfer expertise to the Center's team</p>	<p>A plan by a company specialized in managing content and following social media</p>
<p>KPIs</p>	<ol style="list-style-type: none"> 1. The Number of reports published by the Center 2. The percentage of completion of human rights reports in a timely manner 3. The percentage of societal awareness 		

Strategic Priority

3. Enhancing public awareness and culture of human rights

Strategic objective

3.4. Contributing to building educational curricula based on human rights

Strategic Project

Project Name	Implementation period			responsibility	partners	budget	Expected Outcomes
	2021	2022	2023				
3.4.1 Integrating human rights concepts into educational curricula and learning methods	Annually	Annually	Annually	The Department of Economic, Social and Cultural Rights / Right to Education Unit Awareness and Training Department	Ministry of Education Curriculum Department		amending school curricula for school students and integrating human rights concepts
3.4.2 Modifying curricula and incorporating human rights concepts				The Department of Economic, Social and Cultural Rights / Right to Education Unit	The Department of the Economic, Social and		Modified curricula that include human rights concepts

				Awareness and Training Department	Cultural Rights	
3.4.3 measuring the extent of school students' awareness of the concepts of human rights			May 2023	The Studies and Documentation Department	The Department of the Economic, Social and Cultural Rights	A comprehensive analytical study that reflects the level of students' awareness of human rights concepts
3.4.4 measuring the extent of the school teachers' awareness of human rights concepts			May 2023	The Studies and Documentation Department	The Department of the Economic, Social and Cultural Rights	A comprehensive analytical study that reflects the level of school teachers' awareness of human rights concepts
KPIs						

Evaluation

The evaluation is an essential part of the strategic planning process for measuring the level and rate of achievement against the established plans and the time frames for the implementation of the tasks derived therefore and according to the available resources. The evaluation process also includes analyzing the impact of the opportunities and challenges on the successful implementation and the extent to which institutions are able to overcome obstacles and bottlenecks encountered during the implementation process and their ability to enhance the chances of successful implementation. Therefore, the evaluation process requires:

1. Self-assessment through the preparation of institutional reports of the achievements and their quality within the framework of the overarching strategic plan and the sub-plans emanating from it.

2. Follow up of the senior management of the tasks of the directorates and departments and request quarterly reports on the progress made.
3. Assigning the task of measuring strategic and operational performance indicators to an internal specialized unit, requesting monthly reports of achievement values, comparing them with the desired goals, and initiate course corrections in the initiatives and projects once a significance difference in achievement values is observed.

The working Team

This Strategic Plan was prepared by a Strategic Plan Preparation Team at the National Center for Human Rights and with technical assistance from the USAID-funded Rule of Law Project. Over the course of weeks of participatory work, the team made a great effort to ensure that a comprehensive strategic plan was produced that reflects the vision of the National Center for Human Rights and its aspirations for development and sustainability.

The following is a list of the members of the strategic plan preparation team and the contributors to its preparation:

- Members of the Planning and Development Committee of the National Center for Human Rights.
- The Strategic Plan Preparation Team at the National Center for Human Rights.
- Mr. Marwan Atta (Advisor and Strategic Development Expert, seconded from the Rule of Law Project).
- Mr. Rami Al-Abed (Advisor and Strategic Development Expert).
- Mr. Muhammad Bakr Abu Saleh (Assistant Consultant in strategic planning).
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