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MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION
**Jordan's Experience:
Evaluation and Impact Assessment Unit
at the Ministry of Planning and International Cooperation**

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**Euro- Med Workshop on Better Regulation and
Regulatory Impact Assessment**

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Presentation Overview

- 1.Introduction.
2. Evaluation & Impact Assessment Unit (E&IAU).
3. SIGMA Support:
 - Strategic plan for the E&IAU(2012-2016)
 - Institutional evaluation capacity building.
 - Evaluation Studies - (NAF)/ lesson learned .
4. Key achievements
5. Challenges of E&IA in Jordan

Introduction

- A major goal of the Government of Jordan is to develop the administrative capacities at the public sector in conducting quality evaluations and impact assessments for the purpose of:
 - Informing its policies and strategies,
 - Improving its performance and,
 - Public service delivery to citizens.
- Good evaluation and impact assessment practice contributes to; enhancing the overall quality of the governmental decision making process, and higher level of effectiveness at capital expenditures for socio-economic development in Jordan.

Evaluation & Impact Assessment Unit (E&IAU)

- October 2010, MOPIC developed its institutional setup and mechanisms in the M&E field, through the establishment of the (E&IAU).
- E&IAU focuses on sustaining the M&E an active drive of change with the GoJ stakeholders specially with the donor community.
- Major feature of the E&IAU's mandate is to contribute to evaluative information of the formulation, programming, implementation and assessment of the national development plans.

SIGMA Support

- Support for Improvement in Governance and Management (SIGMA) through OECD has been requested by (MOPIC) in the end of 2010 to assist supporting the E&IAU, the support was carried out by Dr. Ian Davies and covered the following:
 1. Strategic and operational planning for the E&IAU.
 2. Institutional evaluation capacity building.
 3. Evaluation Studies - National Aid Fund (NAF).

E&IAU Strategic Plan (2012-2016)

- The Evaluation & Impact Assessment Unit of (MoPIC) has developed the first strategic plan 2012-2016 building on national goals, MoPIC's objectives and the IAU's mandate.
- This 2012-2016 strategic plan presents the unit's vision, mission, core values, overall unit goals, priorities and strategic objectives.
- It will be reviewed at the end of each year based on the year's performance and evolving context.
- The strategic plan serves as a frame of reference to orient and prioritize the IAU's annual work.
- As well it can serve to inform the unit's partners and clients in the Government of Jordan (GoJ) and the broader public sector

E&IAU Strategic Plan (2012-2016)

Vision	"Be the center of excellence for evaluation and impact assessment in the Government and the public sector in Jordan"
Mission	"To support government policy, performance and accountability through quality Evaluation and Impact Assessment in the public sector in Jordan"
Core Values	Commitment, Impartiality, Professionalism, Quality, "State of the art"

E&IAU Strategic Plan (2012-2016)

Priorities:	<ol style="list-style-type: none"> 1. Supporting the quality of the E&IA practices in the public sector 2. Supporting the organizational capacity and sustainability of the E&IA in the public sector. 3. Support the evidence based policy in the public sector
Objectives:	<ol style="list-style-type: none"> 1. Maximizing the benefits of the implemented Developmental Projects to improve the Socio-economic developmental environment. 2. Institutionalizing Evaluation and Impact Assessment Process. 3. Enhance awareness in evidence based policy in the public sector.

Institutional Capacity Development in Evaluation

- Targeting the individuals in the GoJ who are responsible for M&E and with the likelihood of being drivers of capacity development in their organisations.
- Rather than provide evaluation training on an ad hoc basis, a training programme is being developed at the both levels:
 - 1) The introductory level; provided by the International Program for Development Evaluation Training (IPDET).

Institutional Capacity Development in Evaluation – Cont'd

2) Advanced Evaluation and Management training: Targeting selected professionals who have evaluation responsibilities in the GoJ and received the basic training in evaluation, and providing them with specialised knowledge and skills for commissioning, managing and using evaluations.

The advanced training programme consists of:

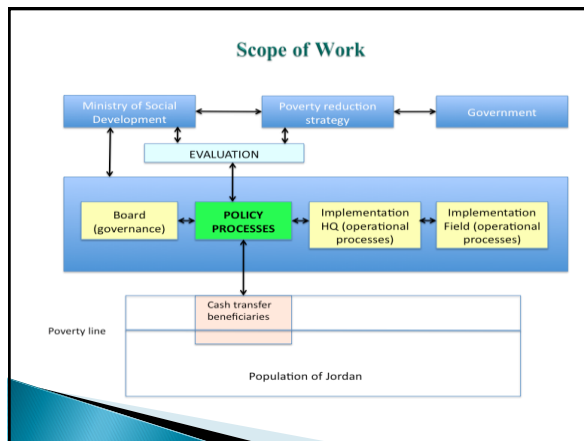
- Required prior reading
- 3 days workshop sessions
- Individual homework – reading and written assignments, and 4 day workshop sessions).

Evaluation of Projects: National Aid Fund (NAF)

- The commissioner of the evaluation is the Ministry of Planning and International Cooperation
- The evaluation was conducted to provide the Government of Jordan with an assessment of NAF policy formulation and to inform usefully its poverty reduction strategy;
- the intended users are the poverty reduction strategy team, the National Aid Fund and the Ministry of Social Development (MOSD).

Evaluation of Projects: National Ai Fund (NAF)

- It was an evaluation, not an audit, an inspection, a control or an assessment of individual performance;
- It was a structured and participatory process of inquiry about a programme in order to increase understanding of how NAF functions, it's affects beneficiaries and, possibilities and methods of improvement;
- The evaluation was based on principles of impartiality of the evaluator, independence, objectivity and transparency of the evaluation process, sufficient and appropriate evidence to support conclusions, and fair and balanced reporting.
- The primary function of the evaluation was to serve as a learning process to improve policy in Jordan rather than as an accountability exercise, i.e. to improve rather than to prove.



Key Findings

- Governance is not functioning as well as it should, i.e. the Board Policy direction is not clearly provided to NAF management, and NAF policies are not communicated clearly to other partners.
- In the absence of clear, explicit, systematic strategic and policy direction, it is not clear the extent to which management decisions on operations and implementation are consistent, aligned with national priorities.

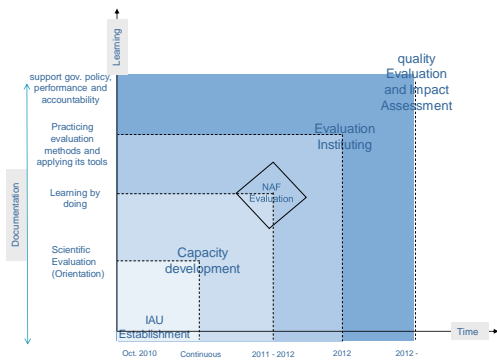
Major Conclusions

- The evaluation concludes that, while NAF works hard to serve citizens, there is an opportunity to improve policy processes within NAF structure, particularly by strengthening the governance function of its Board.
- By improving its governance and policy processes, NAF will improve its effectiveness in reaching those who need it most, contribute visibly to poverty reduction and play a leadership role as part of Jordan's initiatives to reduce poverty.

Lessons Learned from NAF policy processes evaluation

- The NAF evaluation policy processes has two main advantages for MoSD;
 - Bringing up the weaknesses and gaps of the policy formulation process into reality to be addressed in timely manner.
 - Reconsider the resources and opportunities for both NAF and MOSD to create a positive change and development within the policy formulation structure.
 - Create an M&E design and application environment for the MoSD staff, to get in touch with the Real Stuff!! Through the meetings, reviewing, and data analysis, the staff had the chance to upgrade their capacities in evaluations.
- Create an important opportunity for NAF to be more effective and efficient.
- Learning experience for the E&IAU ,by doing the first evaluation in public sector in GoJ.

Where are we Now ... Continuity/key achievements



Challenges of E&IA in Jordan

- Establish an institutional and regulatory framework for the developmental Impact Assessment in Jordan.
- Convincing local stakeholders about cost-benefit analyses of IA activities and staff time, since they still grapple with the pull of meeting financial performance targets.
- Incorporate partners impact qualitative and quantitative information into the Management Information Systems.
- Impact-monitoring, assessment promotion and improvement through networks.
- Effective promotion of institutionalized IA will require considerable all partners cooperation to build IA partner information system.

THANK YOU ...!