



Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan - Country Level Evaluation -

**Final Report
Volume IIIb: Annexes 6-10
February 2015**

*Evaluation carried out on behalf of
the European Commission*



Consortium composed by
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*The opinions expressed in this document represent the authors' points of view
which are not necessarily shared by the European Commission.
The approved and official version of the report is the English one.*

List of Acronyms and Abbreviations

3 C's	Coordination, Complementarity and Coherence
3 E's	Economy, Efficiency and Effectiveness (Performance Management)
AA	Association Agreement (EU-Jordan)
AAP	Annual Action Programme
ACAA	Agreement on Conformity Assessment and Acceptance
AP	Action Plan (ENP)
BOO	Build-Own-Operate
BOT	Build-Operate-Transfer
BS	Budget Support
CA	Cancelled (CRIS)
CBRN	Chemical, Biological, Radiological and Nuclear (defense)
CC	Cross-cutting (issue)
CFSP	Cooperation on Foreign and Security Policy
CL	Closed (CRIS)
CLE	Country Level Evaluation
CRIS	Common Relex Information System (EC)
CRS	Creditor Reporting System (Code – DAC)
CSO	Civil Society Organisation
CSP	Country Strategy Paper
DAC	Development Assistance Committee (OECD)
DAG	Development Assistance Group
DCFTA	Deep and Comprehensive Free Trade Area
DCI	Development Cooperation Instrument (EU)
DE	Decision (CRIS)
DEVCO	Directorate General for Development and Cooperation (EuropeAid)
DFI	Direct Foreign Investment
DG	Directorate General
DNJP	Development of Northern Jordan Programme
DOS	Department of Statistics
DP	Development Partner
DRI	Democracy Reporting International
DWH	Data Warehouse
EA	European Accreditation Cooperation
EAMR	External Assistance Management Report
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EC	Ongoing (CRIS)
ECHO	European Community Humanitarian Office (ECHO)
EDF	European Development Fund
EDP	Executive Development Programme (Jordan – 2011-2013)
EE	Energy Efficiency
EEAS	European External Action Service
EG	Committed (CRIS)
EIB	European Investment Bank
EIDHR	European Instrument for Democracy and Human Rights
EMIS	Education Management Information System
ENP	European Neighbourhood Partnership
ENPI	European Neighbourhood and Partnership Instrument
EOM	Election Observation Mission
EPC	Executive Privatization Commission
EPFI	European Public Finance Institution
EPP	Export Parity Price
EQ	Evaluation Question
EQ-JC-KPI	Evaluation Questions, Judgement Criteria and Key Performance Indicators (Matrix)
ERC	Electricity Regulatory Commission
ERfKE	Education Reform for Knowledge Economy (project)
ETF	European Training Foundation
E-TVET	Employment - Technical and Vocational Education and Training
EU	European Union
EUD	European Union Delegation
EUR	Euro
FA	Financing Agreement
FD	Financing Decision

FD	Field District
FDC	Final Date for Contracting / for Concluding the FA\
FDI	Foreign Direct Investment
FEMIP	Facility for Euro-Mediterranean Investment and Partnership
FES	Friedrich Ebert Stiftung
FIG	Financial Institutions Group
FY	Financial / Fiscal Year
GBS	General Budget Support
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GoHKOJ	Government of the Hashemite Kingdom of Jordan
HQ	Headquarters
HR	Human Resources
HRD	Human Resources Development
HSPU	Highly Satisfactory, Satisfactory, Partially satisfactory, Unsatisfactory (Indicator)
IBRD	International Bank for Reconstruction and Development
ICLN	International Criminal Law Network
ICT	Information and Communication Technology
IDEA	International Institute for Democracy and Electoral Assistance
IEC	Independent Election Committee
IfS	Instrument for Stability
IKRS	Internally Known Reference Source (CLE)
IL	Intervention Logic
IMF	International Monetary Fund
IPP	Import Parity Price
JAED	Jordan Agency for Enterprise Development
JAIMS	Jordan Aid Information Management System
JC	Judgement Criterion
JD	Jordanian Dinar (also: JOD)
JEDCO	Jordan Export Development and Commercial Centers Corporation
JIB	Jordan Investment Board
JISM	Jordan Institution for Standards and Metrology
JO	Jordan
JSMP	Jordan Services Modernisation Programme
KPI	Key Performance Indicator
KRA	Key Result Area
LA	Local Authority
LED	Local Economic Development
LF	Logical Framework / LogFrame
LGU	Local Government Unit
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MENA	Middle East and Northern Africa (countries)
MFA	Macro-Financial Assistance
MFN	Most Favoured Nation
MIC	Middle Income Country
MoE	Ministry of Education
MoE	Ministry of Environment
MoEMR	Ministry of Energy and Mineral Resources
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoHESR	Ministry of Higher Education and Scientific Research
MoITS	Ministry of Industry and Trade and Supplies
MoJ	Ministry of Justice
MoL	Ministry of Labour
MoL-DET	Ministry of Labour – Directorate of Employment and Training
MoMA	Ministry of Municipal Affairs
MoPIC	Ministry of Planning and International Cooperation
MoWI	Ministry of Water and Irrigation
MS	Member State
MSME	Micro, Small and Medium Size Enterprise
MTEF	Medium Term Expenditures Framework
NDCP	Northern Border Clearance Project
NDI	National Democratic Institute
NGO	Non-Governmental Organisation
NIF	Neighbourhood Investment Facility

NIP	National Indicative Programme
NSA	Non-State Actor
NSI	Nuclear Safety Instrument
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PA	Portfolio Analysis
PA	Project Approach
PAF	Performance Assessment Framework
PAO	Programme Administration Office / Project Administrative Office
PCM	Project / Programme Cycle Management
PD	Paris Declaration (on Aid Effectiveness)
PEFA	Public Expenditure and Financial Accountability
PFG	Project Financiers Group
PFM	Public Finance Management
PLEDJ	Promoting Local Economic Development in Jordan
PME	Performance Monitoring and Evaluation
PO	Provisional (CRIS)
POMED	Project on Middle East Democracy
PPP	Public – Private Partnership
PSD	Private Sector Development
R&D	Research and Development
RAC	Reste à Contracter
RAL	Reste à Liquider
RE	Renewable Energy
RIP	Regional Indicative Programme
ROM	Results Oriented Monitoring
RSP	Regional Strategy Paper
SAAP	Support to the Implementation of the Association Agreement
SBS	Sector Budget Support
SME	Small and Medium Enterprise
SMED	Southern and Eastern Mediterranean
SMP	Services Modernisation Programme
SPRING	Support to Partnership, Reform and Inclusive Growth
SPS	Sanitary and Phytosanitary
SPSP	Sector Policy Support Programme (Sector Budget Support)
SRRP	Support for Regulatory Reform and Privatisation
SS	Social Security
SSC	Social Security Corporation
TA	Technical Assistance
TAIEX	Technical Assistance and Information Exchange (instrument)
TAPs	Technical and Administrative Provisions
TBT	Technical Barriers to Trade
TI	Transparency International (index)
TOT	Training of Trainers
TU	Trade Union
T-VET	Technical and Vocational Education and Training
UfM	Union for the Mediterranean
UMI	Upper Middle Income (Country)
UN	United Nations
UNDP	United Nations Development Programme
UNRWA	United Nations Relief and Works Agency
UoM	Unit of Measurement
USD	United States Dollar
VTC	Vocational Training Corporation
WB	World Bank
WCO	World Customs Organisation
WTO	World Trade Organisation
Y/N	Yes / No (logical indicator)

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6 List of Institutions and Persons Met

Preparatory Mission to Jordan – September 2013

The evaluation inception phase preparatory mission to Jordan took place from 22-26 September 2013. While the initial intention was to have introductory meetings only with the EU Delegation in Amman and of the Ministry of Planning and International Cooperation (MoPIC) as key stakeholders concerned with the evaluation, the preparatory mission turned out an intensive visit to Jordan, including meeting with key government agencies and ministries, EU Member States, civil society organisation, etc. to get a summary introduction to all components of the strategy and programme and their main players.

The full programme can be found starting on the next page hereafter.

Field Mission to Jordan – June 2014

The evaluation field mission to Jordan took place from 06 to 25 June 2014. It engaged all evaluation team members, both the international and the national experts. The visit included a broad variety of meetings and interviews (both individual and group) with government and non-government, with the Member States and other development partners. Also organised were focus group discussions, field visits, and other participatory exercises. Mini-survey were organised on different topics and which then were discussed further in the focus group meetings. Briefing and debriefing meetings took place at both the onset and at the end of the visit, with both the EU Delegation and with the Ministry of Planning and International Development. A summary chronological overview of the meetings / activities by the Evaluation Team during this 2.5 weeks field visit is presented here below.

A copy of the full field mission programme is included after the preparatory mission programme hereafter.

6.1 Preparatory Mission to Jordan – September 2013: Programme of Meetings & Events

V. 8 - 03 Oct 2013

DATE	TIME	PLACE	ACTIVITY	PARTICIPANTS
Saturday 21/9/2013 & Sunday 22/9/2013	23:45	Queen Alia Int. Airport	Transfer to the hotel	- Mr. Ruddi Vaes
	08:45	Bristol Hotel	Evaluators meeting	- Mr. Ruddi Vaes (RV) - Mr. Francesco Badioli (FB) - Ms. Nahida El Saies (NS) - Mr. Mohammed Yagan (MY) - Mr. Husni Olama (HO)
	09:00 - 17:00	Office space near Bristol hotel	Evaluators team meetings	- Evaluation Team (RV, FB, NS, MY, HO)
Monday 23/9/2013	09:45 -10:45	EU Delegation - B2 meeting room	Briefing meeting at EUD	- H.E. Ambassador Mrs Joanna Wronecka - Mr. Angelo Borgogni (AB) of DEVCO, EC HQ in Brussels - Mr. Ibrahim Laafia (IL) - Ms. Tarja El Idrissi (TEI) - Mr. Jean-Marc Dewerpe (JMD) - Ms. Imma Roca i Cortés (IRC) - All Programme Managers (PMs) - Evaluation Team (RV, FB, NS, MY, HO)
	11:00 - 13:00	EU Delegation – Different rooms	Internal bilateral meetings with sections	- Mr. Ruddi Vaes (RV) - Mr. Francesco Badioli (FB) - Ms. Nahida El Saies (NS) - Mr. Mohammed Yagan (MY) - Mr. Husni Olama (HO) Individual / group meetings of evaluation team members with EUD Sections to be determined during the briefing session
	11:00 – 12:15	EU Delegation - Meeting room 3 rd floor	1 st cluster meeting: Economy & Trade	- ECO (Economy and Trade) : TEIP/GT/KV/ML/SH/ML - Evaluation Team (RV, FB, NS, MY, HO)

DATE	TIME	PLACE	ACTIVITY	PARTICIPANTS
Monday 23/9/2013 (continued)	12:15 – 13:30	EU Delegation - Meeting room 2 nd floor	2 nd cluster meeting: Operations	- OPS (Operations): IL/OAE/DEG//PP/OB/IdG/PO - Evaluation Team (RV, FB, NS, MY, HO)
	14:30 – 15:15	EU Delegation	Visit programming and coordination meeting	- Mr. Ibrahim Laafia, Head of Operations Section - Ms. Fadia Ghanem, Assistant to Head of Operations - Ruddi Vaes, Evaluation Team Leader
	14:30 – 15:15	EUD Programme Managers' offices	Sectoral / thematic introductory meetings inside the EUD	Bilateral meetings with Programme Managers Individual / group meetings of evaluation team members with EUD Sections determined during the briefing session - Evaluation Team (RV, FB, NS, MY, HO)
	15:30 – 17:00	Ministry of Planning and International Cooperation (MOPIC)	Meeting with H.E. Mr Saleh Kharabsheh, Secretary General, Ministry of Planning and International Cooperation (MoPIC)	- H.E. Mr. Saleh Kharabsheh, Secretary-General, MoPIC - Ms. Zaina Touqan, Head, International Co-operation Department - Mr. Emad Shanaah, Head, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Hussam Dardkeh, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Maher Abdul Rahim, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Angelo Borgogni (AB) – EC HQ - DEVCO - Mr. Domenico Gigliotti (DG) - EC HQ - EEAS - Mr. Ibrahim Laafia (IL) - EUD - Ms. Tarja El Idrissi (TEI) - EUD - Ms.Imma Roca i Cortés (IRC) - EUD - Mr. Jean-Marc Dewerpe (JMD) - EUD - Evaluation Team (RV, FB, NS, MY, HO)
	17:15 – 18:30	EU Delegation	Meeting on democracy, good governance, access to justice and human rights issues	- Ms. Patricia Pennetier - Evaluation Team (RV)
Tuesday 24/9/2013	09:00 – 12:00	EUD Delegation Different meeting rooms	Different bilateral meetings at the EUD	Team of Experts Individual / group meetings of evaluation team members with Sections to be determined during the briefing session

DATE	TIME	PLACE	ACTIVITY	PARTICIPANTS
Tuesday 24/9/2013 (continued)	09:00 – 10:00	EU Delegation	Meeting with EUD officers on institutional reform and capacity development	- Ms. Tarja El Idrissi - Ms. Germana Topolovec - Ms. Stine Hyldekjeær - Evaluation Team (RV & FB)
	10:00 – 11:30	EU Delegation	Meeting with EC-EEAS Desk Officer for Jordan	- Mr. Domenico Gigliotti, EC HQ – EEAS - Evaluation Team (RV)
	09:00 – 12:00	EU Delegation	Meeting with EUD programme manager on energy, water and environment	- Mr. Omar Abu-Eid - Evaluation Team (NS, MY and HO)
	10:00 – 12:00	EU Delegation	Meeting with EUD officers on private sector development and trade	- Germana Topolovec - Evaluation Team (FB)
	13:30 – 15:00	Ministry of Foreign Affairs	Meeting with Mr. Sami Sabdallah Toughoz, Assistant Secretary General, and Mr Mohammad Al Tel, Acting Director for the European Affairs Department, Ministry of Foreign Affairs	- Mr. Sami Abdallah Toughoz, Assistant Secretary General for Financial Affairs, MoFA - Mr Mohammad Al Tel, Acting Director for the European Affairs Department - Mr Daifallah Al Fayez, Deputy Director - Ms Rana Abedah - Mr Rouslan Khzouz - Mr. Emad Shanna'a, Head, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Hussam Dardkeh, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Angelo Borgogni (AB), EC HQ - DECVO - Mr. Ibrahim Laafia (IL) - Ms. Imma Roca i Cortés (IRC) - Evaluation Team (RV, FB, NS, MY, HO)
	15:30 – 16:30	EU Delegation	Meeting with EUD officer on thematic areas and programmes covered by the Instrument for Stability (IfS)	- Mr. Pascal Odul - Evaluation Team (RV)

DATE	TIME	PLACE	ACTIVITY	PARTICIPANTS
Tuesday 24/9/2013 (continued)	16:30 – 17:30	EU Delegation	Meeting with EUD officer on access to justice and related thematic areas	- Ms. Isabelle de Goussencourt - Evaluation Team (RV)
	17:30 – 18:30	EU Delegation	Meeting with EUD officer on thematic area of local development and on aid effectiveness matters	- Mr. Olivier Boudart - Evaluation Team (RV)
	19:00	Centro Brasserie	Dinner meeting on private sector development and on broader Jordan and regional context	- Mr. Luis Abugattas Majluf - Evaluation Team (RV and FB)
Wednesday 25/9/2013	09:00 – 10:30	Ministry of Water and Irrigation (MoWI)	Meeting with H.E. Secretary General Eng. Basem Telfah, Ministry of Water and Irrigation and H.E. Eng. Tawfiq Z. Habashneh, Secretary General, Water Authority of Jordan	- H.E. Eng. Basem Telfah, Secretary General, MoWI - H.E. Eng. Tawfiq Z. Habashneh, Secretary General, Water Authority of Jordan - Eng. Ali Subah, Assistant Secretary General Technical Affairs, MoWI - Eng. Iyad Dhayabi, Head of PMU - Eng. Ziad Darwish Taqash, Director, International Agreements Unit - Mr. Emad Shanaah, Head, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Omar Abu Eid, EU Delegation - Evaluation Team (RV and HO)
	10:30 – 11:30	Ministry of Energy and Mineral Resources (MoEM)	Meeting with Ministry of Energy and Mineral Resources officials on the CLE thematic area of energy, energy efficiency and renewable energy	- Eng. Mahmoud Al Ees, Manager, Planning Department - Eng. Fariba Husaine, Head, Studies Section, Planning Department - Ms. Nancy Rimawee, Acting Manager, Jordan Renewable Energy and Energy Efficiency Fund - Mr. Maher Abdul Rahim, International Cooperation Dep't, MoPIC - Mr. Omar Abu Eid, EU Delegation - Evaluation Team (FB and MY)

DATE	TIME	PLACE	ACTIVITY	PARTICIPANTS
Wednesday 25/9/2013 (continued)	11:00 – 12:00	Ministry of Education (MoE)	Meeting with H.E. Secretary-General Sattam S. Awwad, Ministry of Education	<ul style="list-style-type: none"> - H.E. Mr. Sattam S. Awwad, Secretary General, Ministry of Education - Eng. FiryI Aqel, Executive Director, Development Coordination Unit - Mr. Hussam Dardkeh, EU Partnership Directorate at MoPIC - Mr. Ibrahim Laafia, EUD - Evaluation Team (RV and NS)
	12:00 – 13:00	Ministry of Environment	Meeting with Ministry of Environment officials on the CLE thematic sub-areas of water, environment and climate change	<ul style="list-style-type: none"> - Mr. Samir Al-Kilani, Head of Projects Directorate - Mr. Mohammad Affaneh, Projects Directorate - Mr. Mahmoud Al-Radaydeh, IT Specialist - Mr. Faraj Al-Taleb, Environmental Studies & Information - Mr. Maher Abdelrahim, IC Officer, MoPIC - Mr. Omar Abu Eid, EU Delegation - Evaluation Team (HO)
	12:00 – 13:00	Ministry of Industry, Trade and Supplies	Meeting with Ministry of Industry, Trade and Supplies officials on the CLE thematic area of inclusive growth (private sector development, trade, local economic development)	<ul style="list-style-type: none"> - Mr. Ahmad Hammad, Assistant Director of Trade Policies, Ministry of Industry, Trade and Supplies - Ms. Germana Topolovec, EU Delegation - Ms. Maria Iarrera, EU Delegation - Evaluation Team (FB)
	12:15 – 13:15	EU Delegation	Meeting with Ms. Tarja El Idrissi on the CLE thematic sub-area of Public Finance Management (PFM)	<ul style="list-style-type: none"> - Ms. Tarja El Idrissi, Head of Section, Trade, Economic Affairs and Private Sector Development, EU Delegation - Mr. Angelo Borgogni, DEVCO, EC Head Office, Brussels - Evaluation Team (RV)
	13:30 – 14:30	Ministry of Finance (MoF)	Meeting with Ministry of Finance officials on the EU-Jordan Country Strategy and Programme, PFM, budget support and related issues	<ul style="list-style-type: none"> - Mr. Sami Abdallah Toughoz, Assistant Secretary General for Financial Affairs, Ministry of Finance - Dr. Abdelkarim Shibli, Director of Studies and Strategies - Mr. Abeer A. Amerah, Head of Division, Studies and Economic Policies Directorate - Ms. Tarja El Idrissi, EU Delegation - Mr. Angelo Borgogni, DEVCO, EC Head Office, Brussels - Evaluation Team (RV and FB)

DATE	TIME	PLACE	ACTIVITY	PARTICIPANTS
Wednesday 25/9/2013 (continued)	14:45 – 15:45	Ministry of Justice (MoJ)	Meeting with H.E. Secretary-General Ahmad Jammalieh, Ministry of Justice	<ul style="list-style-type: none"> - H.E. Mr. Ahmad Jammalieh, Secretary-General, Ministry of Justice - Judge Ammar Huseini, Ministry of Justice - Mr. Hussam Dardkeh, EU Partnership Division, International Co-operation Department, MoPIC - Ms. Isabelle de Goussencourt, EU Delegation - Evaluation Team (RV and FB)
	16:00 – 17:15	EU Delegation	Meeting with Mr. Ibrahim Laafia, Head of Operations Section, EU Delegation on the CSP-NIPs and other EU Cooperation/Aid Instruments, and on DOL with MS and other DPs	<ul style="list-style-type: none"> - Mr. Ibrahim Laafia, Head of Operations Section, EUD - Evaluation Team (RV)
	17:30 – 18.45	Office space near the Bristol Hotel	Evaluation Team Meeting: Feedback and coordination meeting, work planning and documents collection and e-repository matters	<ul style="list-style-type: none"> - Mr. Ruddi Vaes (RV) - Mr. Francesco Badioli (FB) - Ms. Nahida El Saies (NS) - Mr. Mohammed Yagan (MY) - Mr. Husni Olama (HO)
	19:00	Tannourine Restaurant	Dinner hosted by the Ministry of Planning and International Cooperation (MOPIC)	<ul style="list-style-type: none"> - Ms. Zaina Touqan, Head, International Co-operation Department - Mr. Emad Shanaah, Head, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Maher Abdul Rahim, EU Partnership Division, MoPIC - Mr. Angelo Borgogni, DEVCO, EC HQ - Mr. Ibrahim Laafia, EU Delegation - Ms. Tarja El Idrissi, EU Delegation - Evaluation Team (RV, FB, NS, MY, HO)
Thursday 26/9/2013	09:00 – 11:00	EU Delegation Meeting room B/2	Introductory Group Meeting with Civil Society Organisations (CSOs)	<p>CSO Representatives:</p> <ul style="list-style-type: none"> - Mr. Alaeddin Armouti , National Ombudsman Bureau - Mr. Oraib Al Rantawi, Al Quds Center for Political Studies - Mr. Nizam Assaf, Amman Center for Human Resources - Ms. Rasha Abdel Latif, Partner Jordan - Ms. Randa Kosouus, Arab Women Society - Mr. Amer Bani Amer, Al Hayat Center - Ms. Suzan Fayed, Tamkeen Field for Aid

DATE	TIME	PLACE	ACTIVITY	PARTICIPANTS
Thursday 26/9/2013 (continued)				<ul style="list-style-type: none"> - Mr. Walid Shahin, National Energy Research Centre - Ms. Mona Al Alami, Jordanian Centre for Civic Education - Mr. Oraib Al Rantawi, Al Quds Center for Political Studies - Mr. Nizam Assaf, Amman Center for Human Resources - Mr. Ibrahim Laafia, EU Delegation - Ms. Imma Roca I Cortéz - Ms. Patricia Pennetier, EU Delegation - Mr Angelo Borgogni, DEVCO, EC HQ - Evaluation Team (RV, FB, NS, MY, HO)
	11:15 – 11:45	EU Delegation Meeting room B/2	<p>Meeting with European Union (EU Member States (MS), European Financial Institutions, and Member States Agencies</p> <p>CLE slot (25 min.) incorporated in the 26 Sep 2013 EU Development Assistance Group (DAG) meeting</p>	<p>Member States Representatives:</p> <ul style="list-style-type: none"> - Austria: Mr. Alfred Bratrnek, Deputy Head of Mission - Finland: Ms. Liisa Maunula, Minister Counsellor - France: Mr. Philippe Lane, Cooperation Counsellor - Germany: Ms. Caro Heun, Deputy Development Counsellor - Greece: Ms. Maria Areti Ioannidou - Hungary: Mr. Villő Fülöp, Deputy Head of Mission - Italy: Ms. Antonella Bernardinucci - Netherlands: Ms Lina Baj, Project Officer - Poland: Ms. Anna Lichtenberg, Second Secretary - Sweden: Ms Marie Wikström - United Kingdom: Ms Alistair Mc Arthur <p>European Financial Institutions / Member States Agencies Reps:</p> <ul style="list-style-type: none"> - AFD: Mr. Serge Perrin , Deputy Director - AECID: Mr. Gregorio Manaron, Head - KfW: Ms. Sawsan Aruri - GIZ: Mr Jean Mulot - Mr. Angelo Borgogni, DEVCO, EC HQ - Mr. Ibrahim Laafia, Ms.Tarja El Idrissi, Mr J.M. Dewerpe, EUD - Evaluation Team (RV, FB, NS, MY, HO)
	12:00 – 13:00	Jordan Enterprise Development Corporation - JEDCO	Meeting with JEDCO management on CLE thematic area of inclusive growth, incl. private sector development, trade & local economic dev't	<ul style="list-style-type: none"> - Mr. Omar Al Qaryouti, EU Projects Manager - Ms. Germana Topolovec, EU Delegation - Evaluation Team (FB)
	12:30 – 14:45	EU Delegation	Meeting with Ms. Imma Roca I	<ul style="list-style-type: none"> - Ms. Imma Roca I Cortés, Head of Political Section, EUD

DATE	TIME	PLACE	ACTIVITY	PARTICIPANTS
Thursday 26/9/2013 (continued)			Cortés, Head of Political Section, EU Delegation on political and policy dialogue	- Evaluation Team (RV)
	13:00 – 14:00	Ministry of Labour (MoL)	Meeting with Ministry of Labour, Social Security and TVET Council Officers on the CLE thematic area of education and employment	<ul style="list-style-type: none"> - Ms. Nadera Al Bakheet, Director of TVET Council Secretariat - Mr. Musa Khalaf, MoL Planning and Policy Development - Ms. Susanne Grigoleit, VTC - Eng. Mohammed Khair Irshied, Director CAQA - Mr. Mohammed Noor, Social Security Corporation - Mr. Manfred Winnefeld, MoL Planning & Policy Dev't Consultant - Mr. Saleh Ele'besi, Foreign Labour Directorate - Mr. Najeh Smadi, International Cooperation Directorate - Ms. Layla Alshweki & Dr. Kholoud AIMarashdeh, Women Directorate - Mr. Hussam Dardkeh, EU Partnership Division, International Co-operation Department, MoPIC - Ms. Danuta El Ghuff, EU Delegation - Evaluation Team (NS and FB)
	14:00 – 15:00	EU Delegation Meeting room B/2	Debriefing and wrap-up meeting with the EU Delegation	<ul style="list-style-type: none"> - H.E. Ambassador Ms. Joanna Wronecka - Mr. Angelo Borgogni, DEVCO, EC-HQ - Mr. Ibrahim Laafia - Ms. Tarja El Idrissi - Ms. Imma Roca i Cortés - Mr. Jean-Marc Dewerpe - Programme Managers - Evaluation Team (RV, FB, NS, MY, HO)
	15:30 – 16:30	Ministry of Planning and International Cooperation (MoPIC)	Debriefing and wrap-up meeting with the Ministry of Planning and International Cooperation (MoPIC)	<ul style="list-style-type: none"> - Mr. Emad Shanaah, Head, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Hussam Dardkeh, EU Partnership Division, MoPIC - Mr. Maher Abdul Rahim, EU Partnership Division, , MoPIC - Mr. Angelo Borgogni, DEVCO, EC-HQ - Mr. Ibrahim Laafia, EU Delegation - Evaluation Team (RV, FB, NS, MY, HO)

6.2 Field visit to Jordan – June 2014: Programme of Meetings & Events

V. 6 - 25 Jun 2014

Date	Time	Place	Meeting / Activity	Participants	Remarks
Friday 06/06/2014			International Travel	Arrival Amman RV and FB: 23:45 hours with TK812 Arrival Amman CV: 18:40 hours with RJ 102	
Saturday 07/06/2014	09:00-12:30	Bristol Hotel	CLE Team Meeting: Field mission briefing, work planning and strategizing, meetings, documents and info, expected outputs and results, logistics	- Evaluation Team (RV – Ruddi Vaes, FB – Francesco Badioli, CV – Camilla Valmarana, NS – Nahida El-Saies, MY – Mohammed Yagan, and LH – Loay Hidmi)	
	PM	Bristol Hotel	Preparation of programme, planning and strategizing	- Evaluation Team (RV, FB & CV)	
Sunday 08/06/2014	09:00 -10:00	Bristol Hotel	Team Meeting in preparation of briefings	- Evaluation Team (RV, FB, CV, NS, MY & LH)	
	10:00-12:00	Ministry of Planning and International Cooperation (MoPIC)	Briefing meeting at Ministry of Planning and International Cooperation (MoPIC) Programming of meetings / interviews	- H.E. Mr. Saleh Kharabsheh, Secretary-General, MoPIC - Mr. Emad Shanaah, Head, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Hussam Dardkeh, EU Partnership Division, International Co- operation Department, MoPIC - Mr. Maher Abdul Rahim, EU Partnership Division, International Co-operation Department, MoPIC - Mr. Ibrahim Laafia, Head of Co-operation Section, EUD - Ms. Tarja El Idrissi, Head of Trade, Economic Affairs & Private Sector Development – EUD - Evaluation Team (RV, FB, CV, NS, MY & LH)	
	12:00-13:30	EU Delegation	Briefing meeting with the European Union Delegation	- Heads of Units and Officers / Attachés of EU Delegation Sections on (i) Politics, Press, Culture and Communication, (ii) Operations 2: Development and Regional Cooperation, (iii) Operations 1: Trade, Economic Affairs & Private Sector Development, and (iv) Finance	

Date	Time	Place	Meeting / Activity	Participants	Remarks
				and Contracts - Total of 16 EUD staff attending - Evaluation Team (RV, FB, CV, NS, MY & LH)	
	14:00-17:00	EU Delegation	Individual, bilateral meetings with officers of the EU Delegation	- Mr. Ibrahim Laafia - Ms. Tarja El Idrissi - Ms. Danuta El Ghuff - Ms. Stine Hyldekjaer - Ms. Kaluwa Vergamota - Mr. Xavier Farrero - Evaluation Team (RV, FB, CV, NS, MY & LH)	Both individual and group meetings
Monday 09/06/2014	08:30-10:30	EU Delegation	Meeting with EUD Trade, Economic Affairs and Private Sector Development Section	- Ms. Tarja El Idrissi - Ms. Maria Larrera - Evaluation Team (RV & FB)	
	08:30-10:00	EU Delegation	Meeting with EUD Mr. Omar Abu Eid, Programme Manager – Environment, Energy & Water	- Mr. Omar Abu Eid - Evaluation Team (MY & LH)	
	10:30-11:30	EU Delegation	Meeting with EUD Ms. Danuta El Ghuff, Attaché – Programme Manager	- Ms. Danuta El Ghuff - Evaluation Team (RV & NS)	
	13:00-14:30	Ministry of Justice	Meeting with H.E. Secretary-General Ahmad Jammalieh, Ministry of Justice, MoJ	- H.E. Mr. Ahmad Jammalieh, Secretary-General, MoJ - Judge Ammar Huseini, Directorate International Relations, Ministry of Justice - Judge Hiba Al-Bitar, Policy and Planning Department, Ministry of Justice - Ms. Sura Khasawneh, European Affairs Officer, MoJ - Evaluation Team (RV and FB)	
	14:00-16:00	EU Delegation	Meeting with EUD Mr. Jean-Marc Dewerpe, Second Secretary, Head of Finance and Contracts Section	- Mr. Jean-Marc Dewerpe - Evaluation Team (CV and RV)	

Date	Time	Place	Meeting / Activity	Participants	Remarks
	14:30-16:00	Dajani Consulting	Meeting with Dajani Consulting (private sector)	- Mr. Khalid Dajani, General Manager - Evaluation Team (FB)	
	16:00-17:00	EU Delegation	Meeting with EUD Ms. Stine Hyldekjaer, Attaché, Support to the Action Plan	- Ms. Stine Hyldekjaer - Evaluation Team (RV and CV)	
	17:00-18:00	EU Delegation	Meeting with EUD Ms. Isabelle de Goussencourt, Attaché / Programme Manager – Justice, Home Affairs and Security	- Ms. Isabelle de Goussencourt - Evaluation Team (RV and CV)	
Tuesday 10/06/2014	09:30-10:45	MoL – E-TVET Council	Meeting with Ms. Nadera Al-Bakheet, Director, E-TVET Council Secretariat	- Ms. Nadera Al-Bakheet, Director, E-TVET Council Secretariat - Mr. Amjad Nasser, Director Legal Department, Ministry of Labour - Evaluation Team (RV and NS)	
	10:00-12:00	JEDCO	Meeting at the Jordan Enterprise Development Corporation (JEDCO)	- Mr. Omar Kariouty, General Manager, JEDCO - Evaluation Team (FB)	
	10:30-12:00	IUCN	Meeting with IUCN SEARCH Programme Director	- Mr. Mufleh Abbadi, SEARCH Programme Director, International Union for the Conservation of Nature - Evaluation Team (LH)	
	10:45-11:30	Ministry of Labour	Meeting at the Ministry of Labour with the Women's Work Directorate	- Ms. Laila Shobaki, Director of Women's Work Directorate - Dr. Eman Okour, Head of Economic Empowerment Section, Women's Work Directorate - Evaluation Team (RV and NS)	
	11:30-13:00	Ombudsman Bureau	Meeting at the Ombudsman Bureau	- Mr. Alaeddin Armouti, Acting Director - Ms. Hhala Yousef Al-Shuraiki, President Executive Assistant	
	12:00-13:30	Starbucks	Meeting with Mr. Jean Mulot (TA, Public Finance)	- Mr. Jean Mulot, Senior Economic Advisor / Team Leader	

Date	Time	Place	Meeting / Activity	Participants	Remarks
		coffee shop	Management)	of Public Procurement Reform TA	
	13:00 – 14:30	Social Security Corporation	Meeting at the SSC Research / Studies Department	- Mr. Mohammed Noor Khrais, Director of Research / Studies Department, Social Security Corporation - Evaluation Team (RV and NS)	
	13:00	MoIT	Meeting at the Ministry of Industry and Trade	- Evaluation Team (FB)	Meeting cancelled
	14:00-15:30	NERC	Meeting at the National Energy Research Centre (NERC)	- Mr. Walid Shaneen, Manager - Eng. Muhiddeen Tawalbeh, Director of EE - Evaluation Team (MY)	
	15:00-16:00	EU Delegation	Meeting with Ms. Patricia Pennetier, Attaché, Programme Manager Human Rights & Good Governance	- Ms. Patricia Pennetier - Evaluation Team (RV)	
	15:00-16:00	EU Delegation	Meeting with Germana Topolovec, EUD Attaché, Private Sector Development / Trade	- Ms. Germana Topolovec - Evaluation Team (FB)	
	15:30-17:00	EU Delegation	Meeting with Olivier Boudart, Attaché – Programme Manager, Local Development, Microfinance, Agriculture & Aid Effectiveness	- Mr. Olivier Boudart - Evaluation Team (CV)	
	16:00-17:30	EU Delegation	Meeting with Ms. Imma Roca I Cortes, EUD Head of Section, Politics, Press, Culture and Communication	- Ms. Imma Roca I Cortes - Evaluation Team (RV)	
Wednesday 11/06/2014	08:45-09:30	VTC	Meeting at the Vocational Training Corporation (VTC)	- Ms. Susanne Grigolite, TVET Advisor - Evaluation Team (NS)	
	09:30-10:30	EBRD	Meeting at the European Bank for Reconstruction and Development	- Dr. Reike Harmgart, Head of Office, Jordan, Southern & Eastern Mediterranean Region	

Date	Time	Place	Meeting / Activity	Participants	Remarks
				- Evaluation Team (RV and FB)	
	10:00-11:30	MoE	Meeting at the Ministry of Education – MD of Vocational Education and Production	- Mr. Nawaf Aldughmi, Director - Eng. Adnan Alghzawi, Head Curricula - Eng. Wajed Barghouthi, Head Facilities - Eng. Ahmad Olaimat - Evaluation Team (NS)	
	11:00-12:00	MoF	Meeting at the Ministry of Finance	- Mr. Ahmad H. Hmaidat, Head of Borrowing Section, MoF - Mr. Amin Alasoufi, Research Division, MoF - Ms. Hanadi Al Rifaae, National Economic Division, MoF - Mr. Mohammed Alsaaket, MoF - Evaluation Team (RV, FB and CV)	Originally planned meeting did not take place in absence of main interlocutor
	11:00-12:30	MoENV	Meeting at the Ministry of Environment	- Mr. Samer Kilani, Director of Projects Management Directorate - Evaluation Team (MY and LH)	
	13:00-14:00	MoTA	Meeting at the Ministry of Tourism and Anitquities	- Mr. Nizar El Adarbeh, EU Project Manager	
	14:00-16:00	MoPIC	Meeting at MoPIC on the SAAP - Support to the Implementation of the Action Plan and SAPP	- Mr. Marwan Al-Refai, Advisor EC's Programme Administrative Office (PAO) - Evaluation Team (CV, RV, FB)	
	16:30- 18:00	Bristol Hotel	Meeting with the TA of the Programme in Support to the Employment and TVET Reforms	- Mr. Manfred Winnefeld, Team Leader / Senior Consultant for Planning and Policy Development - Evaluation Team (RV)	
Thursday 12/06/2014	09:00-10:00	EU Delegation	Meeting with Olivier Boudart, Attaché – Programme Manager, Local Development, Microfinance & Aid Effectiveness	- Mr. Olivier Boudart - Evaluation Team (RV)	
	09:00-10:30	MoE	Meeting with Ministry of Education – MD of Planning and Educational Research	- Dr. Mohammed Abu Ghazieh - Dr. Saleh Khalayleh, Directorate of Special Education - Ms. Feda Ghanem - Evaluation Team (NS)	

Date	Time	Place	Meeting / Activity	Participants	Remarks
			- MD of Special Education		
	09:30-10:30	USAID, US Embassy	Meeting at USAID on donor coordination, PFM and private sector	- Mr. Mohammed A. Yassien, Deputy Director, Office of Programme Management - Evaluation Team (CV, FB)	
	11:00-12:30	NES Office	Meeting with the National Employment Strategy Unit	- Mr. Samir Murad, Senior Advisor - Mr. Amjad Attar, Advisor - Mr. Mohammad Al Shgerat / Director NES Unit - Eng. Rasha Kamash - Farah Mukhaimer / Projects Coordinator - Evaluation Team (RV and NS)	
	11:00-12:00	Ministry of Transport (MoT)	Meeting with the Minister of Transport, H.E. Ms. Lina Shbeeb	- H.E. Ms. Lina Shbeeb Minister of Transport - Mr. Nourhan Shuqman, EU Affairs Coordinator - Mr. Naim Hassn, Secretary of TTF	
	11:30-12:30	JICA Office	Meeting at JICA office on donor coordination and PFM	- Mr. Junji Wakui, Senior Representative - Evaluation Team (CV)	
	12:30 – 13:30	MoIT	Meeting at the Ministry of Industry and Trade	- Mr. Ahmad Hammad, Assistant to the Director of EU Affairs - Evaluation Team (FB)	
	13:00-14:30	IEC Building	Meeting with the President of the Independent Election Commission	- H.E. Mr. Riyad Al Skak'a, President of the IEC - Mrs. Badiria, Independent Election Commission - Mr. Badrieh Belbeisi, Deputy of the Secretary General - Evaluation Team (RV and NS)	
	14:00-15:30	Jordan Strategy Forum	Meeting with the Jordan Strategy Form	- Mr. Ruba Jaradat, General Manager of the Jordan Strategy Forum (think tank supported by the private sector and some international donors) - Evaluation Team (FB)	
	16:00-17:30	Bristol Hotel	Team Meeting	- Evaluation Team (RV, FB, CV, NS, MY & LH)	
Friday	AM-PM	Bristol Hotel	Programme updating and study	- Evaluation Team (RV, FB, CV, NS, MY & LH)	

Date	Time	Place	Meeting / Activity	Participants	Remarks
13/06/2014	19:00-20:30	Bristol Hotel	Team Meeting	- Evaluation Team working dinner (RV, FB, CV)	
Saturday 14/06/2014	10:00-11:30	SM Consulate	Meeting at the SM Consulate	- Samer Ghazi Kawar, Lawyer - Evaluation Team (FB)	
	AM-PM	Bristol Hotel and residences	Programme updating, study and preparation questionnaires for Focus Group discussions	- Evaluation Team (RV, FB, CV)	
Sunday 15/06/2014	09:30-11:00	MoE	Meeting at the Ministry of Education, DCU	- Ms. Feryal Aqel, Director DCU - Evaluation Team (NS)	
	09:00-14:30	Columbia University, Amman	Attendance of Innovation Conference	- Conference organised by World Bank and Higher Council for Science and Technology - Evaluation Team (FB)	
	10:00-11:00	MoMA	Meeting at the Ministry of Municipal Affairs - MoMA	- Eng. Saleh Jaradat, Advisor to the Minister and Director of Planning and Development Department, MoMA - Eng Murad Al Bukain, Deputy Director, RLDP - Mr. Imad A.S. Al-Abdallat, Planning and Development Department, MoMA - Khalid Al-Quran, Head of E-Government Department - Evaluation Team (RV and CV)	
	11:00-15:00	Zarqa Municipality	Field Visit – Local Development Support Programme - Meeting at the Zarqa municipality	- Eng Khaldoun Khasawneh, Environment Manager, Zarqa Municipality - Mr. Wasfi M. Momami, Assistant Director, Zarqa Municipality Local Development Unit (LDU) - Ms. Fatima Fouzi al-Momari, General Relations, Zarqa - Mr. Fawfig Saleh Al Khouli, Project Manager IMC - Mr. Rogay Al Saadeh, Youth Activities Coordinator - Mr. Amjad Al Rojan, Leader of 2 nd Area of Jennah - Evaluation Team (RV and CV)	
	12:00-13:00	UNWRA	Meeting at the United Nations Relief and Works Agency for Palestine Refugees in the Near East	- Dr. Oroba Labadi, Director UNWRA TVET programme - EvaluationTeam (NS)	

Date	Time	Place	Meeting / Activity	Participants	Remarks
	14:00-15:30	MEMR	Meeting at the Ministry of Energy and Mineral Resources	- Mr. Mahmoud Al Ees, Manager, Planning Department - Mr. Ziad Jebriil, Manager, Renewable Energy Department - Mr. Mohammed Dabbas Manager, Energy Efficiency Department - Ms. Nancy Reemawi, MOPIC Contact Officer - Evaluation Team (MY)	
	15:00-17:45	MoPIC	Meeting at the Ministry of Planning and International Cooperation (MoPIC)	- Mr. Emad Shanaah, Head, EU Partnership Division, International Co-operation Department, MoPIC - Evaluation Team (RV, CV and FB)	
	17:00-18:00	ATG Office	Meeting at the Amman Chamber of Commerce	- Mr. Bassem Farradj, Vice President - Evaluation Team (FB)	
Monday 16/06/2014	08:30-10:00	Partners Jordan Office	Meeting with CSO Partners Jordan	- Ms. Raja Hiyari, Executive Director - Ms. Noor Zada, Trainer and Senior Programme Officer - Evaluation Team (RV and MY)	
	09:30-10:30	Inta@J	Meeting with the Inta@J ICT organisation	- Mr. Abdel Shamlawi, Managing Director - Evaluation Team (FB)	
	09:30-10:30	VTC	Meeting at the Vocational Training Corporation (VTC) with the TA TVET	- Mr. Manfred Winnefeld, Team Leader Consultant, TVET TA Team - Evaluation Team (NS)	
	10:00-11:00	MoFA	Meeting at the Ministry of Foreign Affairs and Expatriates – MoFA	- Dr. Yousef Bataineh, Director of the European Affairs Department - Evaluation Team (RV and MY)	
	10:00-11.30	General Budget Department - GBD	Meeting at the General Budget Department, Ministry of Finance	- Mr. Firas Mallah, Deputy Director, General Budget Department - Mr. Majdi Al Shuriqi, Director, Studies Directorate, GBD - Evaluation Team (CV)	
	11:30-12:30	Accelerator Technology	Meeting at Accelerator Technology Holdings (private	- Mr. Fawaz H. Zu'Bi, Founder and Chief Executive Officer	

Date	Time	Place	Meeting / Activity	Participants	Remarks
		Holdings	company)	- Evaluation Team (FB)	
	12:00-13:30	UNERWA	Meeting with the UNERWA TVET programme	- Dr. Tayseer Abu Zeneh, Deputy-Director TVET - Ms. Sanna Abu Doleh, Research and Development - Evaluation Team (NS)	
	12:00-13:30	KfW	Meeting at the Kreditanstalt für Wiederaufbau (KfW) Office Amman	- Ms. Beate Richter, Director, KfW Office Amman - Evaluation Team (RV and MY)	
	13:00-15:00	MoPIC	Focus Group Discussion with SAPP Beneficiaries	- Dr. Amani Khudeir, EU-Affairs' Officer, Min. Agriculture - Mrs. Dalal Shadeh, Knowledge Management Department, Jordan Standards & Metrology Organization - Ms. Raw'a Mirza / Director, Communication & Media Dep't, Telecommunication Regulatory Commission (TRC) - Mr. Hussein Zioud, General Directorate of Gendarmerie - - Eng. Mazen Badwan, Human Resource Director, Department of Lands & Survey (DLS) - Evaluation Team (CV)	
	15:00-16:30	MoPIC	Meeting at the Ministry of Planning and International Cooperation (MoPIC)	- Mr Hussam Daradkeh, Assistant Head, EU Partnership Division, International Cooperation Department - Mr. Maheer A. Abdelrahim, EU Partnership Division, International Cooperation Department - Evaluation Team (CV)	
	17:00-18:30	EU Delegation	Meeting with Mr. Jacob Arts, Attaché – Programme Manager for Education and Youth	- Mr. Jacob Arts - Evaluation Team (NS, RV and CV)	
Tuesday 17/06/2014	10:00-10:30	MoPSD	Meeting with the Minister of Public Sector Development (MoPSD)	- H.E. Dr. Khleef Alkhawaldeh, Minister of Public Sector Development, MoPSD - Evaluation Team (RV)	
	10:30-12:00	MoPSD	Meeting at the Ministry of Public Sector Development (MoPSD)	- H.E. Mr. Khaled T. Lahham, Secretary General, MoPSD - Mr.Saad Amour, Director of Communications & Media - Mr. Omar Al-Ghwairi, Director of HR Policies - Mr. Mowafag Al-Hajaj, Director, Service Delivery Development and Simplification of Procedures	

Date	Time	Place	Meeting / Activity	Participants	Remarks
				<ul style="list-style-type: none"> - Ms. Fyrouz Mamdau, Head, M&E Unit - Ms. Nour Al-Tarawneh, Senior Researcher, M&E Unit - Ms. We'am Abu Haulagh, Developer, M&E Unit - Evaluation Team (RV) 	
	12:15-13:45	AFD	Meeting at the Agence France de Développement – AFD	<ul style="list-style-type: none"> - Mr. Serge Snrech, Director / Representative - Mr. Serge Perrin, Senior Project Officer - Evaluation Team (RV and FB) 	
	14:00-15:30	Netherlands' Embassy	Meeting with H.E. Ambassador, Netherlands' Embassy	<ul style="list-style-type: none"> - H.E. Amb. Paul van den Ijssel - Ms. Lina Baj, Projects Officer - Evaluation Team (RV and FB) 	
	16:00-17:30	UNDP	Meeting with the UNDP Country Director	<ul style="list-style-type: none"> - Ms. Zena Ali-Ahmad, UNDP Country Director - Evaluation Team (RV and FB) 	
Wednesday 18/06/2014	11:00-12:00	UNICEF	Meeting with the UNICEF Deputy-Representative	<ul style="list-style-type: none"> - Mr. Michele Servadei, Deputy Representative, UNICEF Jordan - Ms. Aurore Deschamps, Donor Relations Officer - Evaluation Team (RV) 	
	14:00-15:00	EU Delegation	Follow-ups with different EUD Officers	<ul style="list-style-type: none"> - Ms. Fadia Ghanem: Organisation and follow-up of CSOs mini-survey and organisation of CSOs focus group discussion - Evaluation Team (RV) 	
	15:00	DFID	Meeting at DFID		Meeting did not materialize
	16:00	ACC	Meeting at the Anti-Corruption Commission		Requested meeting did not materialize
Thursday 19/06/2014	10:00-11:30	NCHRD	Meeting at the National Center for Human Resource Development (NCHRD)	<ul style="list-style-type: none"> - Mr. Emad Ababneh, Researcher, Monitoring and Evaluation Unit, NCHRD - Evaluation Team (NS) 	
	10:00	NCHR	Meeting at the National Center for Human Rights (NCHR)		Requested meeting did not materialize

Date	Time	Place	Meeting / Activity	Participants	Remarks
	11:00-12:30	MoJ	Meeting with the TA Team to the Ministry of Justice	- Mr. Alfons B. Lentze, Team Leader, EU Funded Project Support to the Justice Sector in Meeting the Required Criteria for Sector Budget Support - Dr. Ibrahim Aljazy, Legal and Technical Advisor, EU Funded Support Project to the Justice Sector - Evaluation Team (RV)	
	12:00-13:30	ERC	Meeting with the Commissioner of the Electricity Regulatory Commission (ERC)	- H.E. Mr. Wijdan Al-Rabadi, Commissioner, ERC	
	14:00-15:00	EU Delegation	Meeting with Ms. Patricia Pennetier, Attaché, Programme Manager Human Rights & Good Governance	- Ms. Patricia Pennetier - Evaluation Team (RV)	
	16:00-17:30	EU Delegation	Pre-debriefing meeting with First Counsellor - Head of Operations	- Mr. Ibrahim Laafia, First Counsellor / Head of Operations - Ms. Kaluwa Vergamota, Attaché, Economic Affairs & Public Financial Management; Trade, Economic Affairs & Private Sector Development Section - Evaluation Team (RV)	Pre-debriefing meeting with EUD Operations 1 and 2 Sections
	17:30-19:30	Bristol Hotel	Team Meeting	- Evaluation Team (RV, NS, MY & LH)	
Friday 20/06/2014	am & pm	Bristol Hotel and Home Offices	Internal team meeting Preparations for focus group discussions Field phase analyses and preparations for debriefings presentations	- Evaluation Team (RV, CS, NS, MY & LH)	
Saturday 21/06/2014	09:00-12:00	VTC Centre of Excellence in Salt	Field visit to the VTC Pharmaceutical Centre of Excellence in Salt	- Eng. Hussein Al-Zuheiry, Expert of Pharmaceutical Manufacturing - Evaluation Team (RV and NS)	Field Visit
	11:00-13:00	Bristol Hotel	Internal bilateral team meetings /	- Follow-up team consultations on EQ-5 aid modalities and efficiency, with special focus on budget support in	

Date	Time	Place	Meeting / Activity	Participants	Remarks
			consultations	preparation of debriefing - Evaluation Team (CV, NS, MY)	
	14:00-19:00	Bristol Hotel and Home Offices	Preparations for debriefings Preparations for focus group discussions	- Evaluation Team (RV, FB, CV, NS, MY & LH)	
	20:00-22:00	Centro Brasserie	Team Dinner at the Centro Brasserie, Jabal Amman 4 th Circle	- Evaluation Team (RV, FB, CV, NS, MY & LH)	
Sunday 22/06/2014	09:30-11:30	EU Delegation	Civil Society Organisations (CSOs) Focus Group Discussion	- Attending Civil Society Organisations - Evaluation Team (RV, NS and LH)	Focus group discussion
	09:30-11:30	EU Delegation	Private Sector Focus Group Discussion	- Attending Private Sector entities (organisations, MSMEs and other PS stakeholders) - Evaluation Team (FB)	Focus group discussion
	09:30-11:00	Audit Bureau	Meeting at the Audit Bureau	- Mr. Bilal Okasheh, Director of Companies Audit - Mr. Mohammed Hiassat, Director of Quality Assurance - Evaluation Team (CV)	
	09:30-11:00	JISMO	Meeting at the Jordan Institution for Standards and Metrology	- Eng. Rula Madanat, Assistant Director General for Technical Affairs - Evaluation Team (MY)	
	11:00-12:00	GiZ	Meeting at the German Embassy / Gesellschaft für Internationale Zusammenarbeit (GiZ)	- Ms. Beate Richter, Director, KfW Office Amman - Evaluation Team (LH)	
	12:00-13:00	EU Delegation	Pre-debriefing discussions with H.E. the Ambassador and Heads of Unit	- H.E. Amb. Joanna Wronecka - Ms. Imma Roca I Cortes - Mr. Ibrahim Laafia - Mr. Jean-Marc Dewerpe - Ms. Germana Topolovec for Ms. Tarja El Idrissi - Evaluation Team (RV, FB, CV, NS, MY & LH)	

Date	Time	Place	Meeting / Activity	Participants	Remarks
	13:00-14:15	EU Delegation	Lunch hosted by H.E. Amb. Joanna Wronecka	- H.E. Amb. Joanna Wronecka - EUD staff - Evaluation Team (RV, FB, CV, NS, MY & LH)	
	14:15-15:30	ACI	Meeting at ACI Jordan – Jordan Financial Markets Association	- Mr. Fadi Labadi, Manager of Industrial Development Department - Evaluation Team (FB and MY)	
	14:15-15:30	EU Delegation	Pre (early) debriefing discussions at EUD with the Head of Operations	- Mr. Ibrahim Laafia, First Counsellor, Head of Operations Section - Evaluation Team (CV)	Early debriefings in view of CV departure
Monday 23/06/2014	08:00-09:30	EU Delegation	Meeting with Mr. Olivier Boudart, Attaché, Programme Manager – Local Development, Microfinance, Agriculture and Aid Effectiveness	- Mr. Olivier Boudart - Evaluation Team (CV & FB)	
	09:40-11:00	EU Delegation	Debriefing meeting at EUD on EQs 4 and 5	- Ms. Kaluwa Vergamota (debriefing on PFM)] - Evaluation Team (CV)	Early debriefings in view of CV departure
	12:30-13:45	Bristol Hotel	Team Meeting in preparation of the Debriefing Meetings	- Evaluation Team (RV, FB, CV, NS, MY & LH)	
	14:00-16:30	MoPIC	Debriefing meeting at the Ministry of Planning and International Cooperation	- Mr. Emad Shanaah, Head, EU Partnership Division, International Co-operation Department, MoPIC - Evaluation Team (RV, FB, CV, NS, MY & LH)	Debriefing presentation and discussion
Tuesday 24/06/2014	04.20		International travel	CV: Departure Amman for Italy: 04:20	International travel
	09:00-11:00	EU Delegation	Debriefing meeting with EU Delegation Officers	- EUD Officers - Evaluation Team (RV, FB, NS, MY & LH)	Debriefing presentation and discussion
	11:00-12:00	EU Delegation	Debriefing follow-up with Head of Operations	- Mr. Ibrahim Laafia, First Counsellor, Head of Operations Section - Evaluation Team (RV)	

Date	Time	Place	Meeting / Activity	Participants	Remarks
	12:15-13:45	ACC	Meeting with H.E. the Chairman of the Anti-Corruption Commission	- H.E. Mr. Samih Bino, Chairman of the Anti Corruption Commission - H.E. Mr. Ramzi Nuzha, Board Member - Evaluation Team (RV, FB, NS)	
	16:00-17:30	Bristol Hotel	Team meeting on next steps of the CLE evaluation process	- Evaluation Team (RV, FB, MY & LH)	
Wednesday 25/06/2014	03:35		International travel	RV: Departure Amman for Belgium: 03:35 with TK 815	International travel
	12:00-13:30	JISMO	Meeting at the Jordan Institution for Standards and Metrology (JISMO)	- Eng. Rula F. Madanat , Assistant Director General for Technical Affairs, Director of Knowledge Management - Evaluation Team (FB and MY)	
Wednesday 25/062014	10.00	JISMO	Meeting with Eng Rula Madanat Assistant Director General	FB MS	
	15.00	JEDCO	Board of Directors	- Evaluation Team (FB)	
Monday 14/072014	16:35	DG ENTERPRISE	Meeting with Marie Corman International Affairs and Missions for Growth	FB	
Wednesday 16/072014	16:35	DG TRADE	Meeting with Peter Young Deputy Head of Unit South Mediterreanean Middle East	FB	
Friday 18/07/2014	16:35	EIB	Meeting with Catherine Barberis Senior Loan Officer Near East Division	FB	

7 Field Phase Focus Group Discussions and Mini Surveys

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7.1 Salient points of the focus group discussions with key stakeholders during the field visit

7.1.1 With SAAP-SAPP beneficiaries: Public institutions strengthening (EQ-4) and Aid modalities (EQ-5)

A focus group with representatives from 5 beneficiary institutions of SAAP/SAPP twinning programmes was carried out during the field visit. The focus group was conducted by the team member in charge of EQ 4:

Key issues revolved around the questions included in the questionnaire. In particular it allowed to shed further light on the following:

- Twinning is more successful when: i) they focus on a limited number of issues; ii) involve a limited number of parties; iii) respond to perceived needs not only at the higher levels but also at lower levels.
- Twinning adds to the day-to-day activities, if not strongly owned at all levels it can be rejected (additional work). Some components are more beneficial than others.
- Strong involvement of beneficiaries throughout the process thereby increasing ownership: starting from the identification to the selection of offers (suggestions for revisions & amendments to better fit the requirements) BUT long process, too long!
- Degree of sustainability varies significantly within institutions (very high MoAgric. & DLS), very low at JSMO where high staff turnover is the norm – expertise is strongly requested regionally. Civil service by-law jeopardises sustainability in TRC (previously independent agency).
- Twinning has facilitated the establishment of longer-term collaborations with counterparts in other countries (e.g. the Gendarmerie has on-going bilateral cooperation agreements with other ENP South countries).
- Possibility of looking into south-south cooperation mechanisms could be worth pursuing but is this feasible? Different perception among respondents although in principle it is something worth looking into.
- Suggested improvements: i) have twinings / service contracts run in parallel with supplies (reduce the time lag between the two); ii) increase the length of study tours / length to 2-3 weeks in order to look at how things are done (which is currently the case) but also place participants in the position of absorbing how work is carried out on a daily basis. Training and transfer of knowledge should be accompanied by an increased witnessing of how the daily work is carried out.

7.1.2 With Civil Society Organisations: Democratic governance (EQ-3)

Of the 25 invited Civil Society organisations (CSOs), five (or 20%) were able to participate in the Focus Group discussion on democratic governance issues covered under Evaluation Question 3 of the Country Level Evaluation. The CSOs were invited to the focus group discussion on the basis of an official invitation letter by the European Delegation dated 15 June 2014. This invitation letter at the same time served as cover letter for the dispatch of the Mini-Survey Questionnaire on the same theme. A copy of this invitation letter is included under Annex 7.3.2 hereafter for ready reference, together with the template of the mini-survey questionnaire.

The focus group discussion was originally planned for Sunday 22 June at 09:30 to 11:30 in the Conference Room of the EU Delegation. The discussion actually lasted till 12:15 and needed to be cut in view of the next meeting scheduled in the conference room. The invited CSOs were encouraged to first fill out the questionnaire in preparation of the focus group discussion. Whereas as the focus group discussion had an open character, the questionnaire structure and contents were used as basis to keep the discussions focused on the main subjects and themes concerned. Ms. Patricia Pennetier, the

EUD Attaché / Programme Manager for Human Rights and Good Governance attended the meeting for most part under observer status.

The attending CSOs represented a mixed set of democratic governance subjects, topics, including human rights; women / gender issues; justice, political reform, local development, etc.

Some of the salient discussion points and outcomes include the following¹:

- There is a CSOs dialogue with the Government, but rather ad hoc and occasional, and thus not systemic.
- Only selective CSO's are invited for the dialogue with the Government, basically only the ones who are known / perceived to be sharing the government's opinion and viewpoints.
- The Government call for CSO's to attend meetings in the first instance as listeners, not for airing opinions or to speak for themselves. Action oriented dialogue is rather exceptional, if not absent.
- There basically is no intention at the part of the government to create and maintain sustainable relationships or start a sustainable dialogue with the CSOs. Dialogue initiatives from the part of the CSOs are not or at best exceptionally only reacted to. This particularly pertains to national level dialogues and specially on a number of issues considered "sensitive", including women / gender issues.
- One concrete example of challenges faced by CSOs in Jordan just by way of illustration: A Committee of CSOs was established to assist in the equal distribution of resources for priority economic activities from a support programme by Saudi and the Gulf countries. The Committee elaborated a broad area of interventions and priorities with prime economic importance for grant use in a cost-effective and cost-efficient way. The Committee met with the Prime Minister. But the document / list was submitted, no follow-up was given, neither did any policy dialogue event with the government took place. Ni response or improvement in the dialogue with the government was noted as a result of this negative experience.
- After the Arab Spring, a rather widespread apprehension / feeling is present amongst the CSOs that the government does no longer sees them as a partner, but rather as a threat, an adversary, if not an enemy, and they regularly feel attacked and intimidated.
- The CSOs have their own problems as they are not collaborating with each other, are not working together. Some even refuse to sit along the same table. There is a lack of solidarity, coordination and sustained networking.
- CSOs generally only have networks extended to the grassroots level with regard to woman's rights (lack of representative CSOs, membership CSOs, and networked community based organisations – CBOs).
- EU has a substantive support programme for human rights civil society organizations and against that background the Government was invited to show that they support the Human rights CSOs, as the broader strategy of the EUD is to support and enhance the political dialogue amongst them. As a result of that, the government entered into a political dialogue with CSOs on Human rights and related topics, be is on a sporadic and intermittent basis only.
- EUD consults with CSOs for priority projects, e.g. in relation to calls for proposals. Accordingly, the Government allocated two projects to each CSO, to avoid crippling them for not doing good activities by not utilising enough money.
- The Government's new law for CSOs eliminates the possibility of their free funding, and instead restricts to enter into financial agreements. Moreover, the CSOs are inspected by the government and the Intelligence Department.
- EU can provide financial support directly to the CSOs. There thus is no need for the EU to obtain the approval of the government, whereas before this government approval was necessary for receiving any financial support.

¹ A more structure presentation of the CSOs reactions and feedback is presented under the analysis of the CSO's replies to the mini-survey under annex 7.2.2 hereafter.

- CSO contracting needs to follow a complicated, lengthy procedure for approval by the government. If approved, CSOs submit the project to the Ministry of Trade and Industry. It then needs 30 days for dispatch to the prime ministry for approval. As per the Standard Operating procedures, CSO's are not allowed to know or have any information when the contract is sent to the Prime Ministry how long it will take to have the approval.
- CSOs benefitted from EU capacity building related to Human rights, and in turn, in line with Training of Trainers principles, they provide capacity building to other CSOs (duplication effect), including capacity building of employees on computer use, etc.
- Funding is needed for CSOs to enhance capacity building of NGOs, e.g. in relation to proposal writing, essential to compete more successfully when submitting proposals at regional or international level.
- The number of woman Members of Parliament amount to 15 out of total of 150 members (or 10%). Three women won without the necessary quota. These elected female MPs however generally are not the voice of CSOs. In fact, none of the representatives in parliament can be labelled as reflecting the CSOs voice. A committee of citizens' rights and public freedoms is in place and active.
- Conflicts between the Government and MPs are not exceptionally solved by inviting them for eating together Mansaf, the famous Jordanian food, leading a famous economist to write an article concerning problem / conflict solving with Mansaf.
- Increasingly more restrictions are imposed by the Government to Non-Profit Organisations.
- CSOs feel that the new draft law and the dialogue with the government are threatening them in their independence and very activities.
- The draft juvenile law has been with the government for 15 years and only recently it was put on the agenda of the parliament for enactment.
- Security and stability are of prime importance to the Government and herein lies the justification (pretext) for not facilitating participatory approaches or dialogue with the CSOs.

7.1.3 With private sector organisations: Sustainable private sector development (EQ-6) and Trade, transport and investment facilitation (EQ-7)

See below under Annex 7.2.3

7.1.4 With Ministry of Education officials and principals of schools: Education and employment (EQ-8)

Main points of the focus group discussion meeting that was held on July 10, 2014 with the Ministry of Education/ Field Directors, Principals of Schools include the following:

- Delegation of the authorities and responsibilities to the Education Field Directors and School Principals has strengthened and supported decision making of the directors and heads of schools, it facilitated the work of the other employees and in improving managerial efficiency and effectiveness.
- No more random decisions and they became away from bureaucracy, provided a framework for the development of managerial ability among them.
- Training should be during summer vacation and not in the afternoon while teachers have no load of teaching and not exhausted.
- The Delegation of authorities to school principals that were granted has given them trust and continuation of work with coordination aspect and participatory approach
- More attention must be given to the quality of training, that should lead to the promotion for the successful persons, training should also be considered particularly to the newly appointed teachers.

- The delegation of authorities did not give authorisation of hire and/or fire of teachers or staff, also it lack of responsibility and accountability.
- Authorities and responsibilities were delegated to school principals throughout training programs by the Ministry of Education and the Education Directorates transfer it to the field (shools).
- lincrease achievement of the desired productivity, It provides flexibility in the field directorates and within shools according to the requirement.
- Promoting an atmosphere of mutual trust between teachers and administrators.
- It assisted to improve their working efficiency. It also promoted the sense of initiative and responsibility among them. That lead to maintain of high morale of the directors and principals of school. This motivation and morale encourages them to develop their effort towards the achievement of education goals.
- Assistance in the achievement of general partnership with local community organisation.
- Participatory approach in identifying the strength and weaknesses of all areas of education and find solutions in the spirit of teamwork this lead to achieve the vision and mission of the school .

7.2 Summary analyses of the completed mini-surveys questionnaires

7.2.1 With SAAP-SAPP beneficiaries: Public institutions strengthening (EQ-4) and Aid modalities (EQ-5)

A web-based questionnaire (using survey monkey software) was administered to SAAP/SAPP beneficiaries between the end of June and the beginning of July 2014 with a view to gather insights on a number of issues related to the efficiency and effectiveness of the programmes. This has allowed collecting further evidence to inform a number of indicators under EQ 4 (JC 4.1 and JC 4.7) and EQ 5. Out of a total of 18 institutions contacted, 10 responded.

Overall the questionnaire was structured across 15 questions. To enhance responsiveness, most questions were articulated as multiple choices (multiple answers or only one answer, especially when grading was required) with follow up boxes for comments / further explanations in relation to given questions/answers.

Although none of the questions posed was compulsory, all respondents answered to all the questions with one exception for question 15 (8 respondents).

Overview of answers provided

1. How did you learn about SAAP/SAPP? (more than one option may apply)		
Answer Options	Response Percent	Response Count
EU Delegation	10.0%	1
PAO (The Programme Administration Office at the Ministry of Planning and International Cooperation (Marwan's Office)	100.0%	10
Others	0.0%	0
answered question		10

2. What kind of support did your institution / department receive through the SAAP/SAPP? (more than one option may apply)		
Answer Options	Response Percent	Response Count
TA	40.0%	4
Study	10.0%	1
Twinning	90.0%	9
Provision of supplies	40.0%	4
Other	10.0%	1
answered question		10

Other: SIGMA,TAIEX

3. How was the area of the support to be provided identified?		
Answer Options	Response Percent	Response Count
By needs assessment carried out by the PAO / EUD	50.0%	5
By needs assessment carried out by external experts	30.0%	3
Through an internally driven process	60.0%	6
Recommendation made by another donor	0.0%	0
Other	10.0%	1
answered question		10

Other: Joint cooperation between beneficiary institution, EU Experts and PAO

4. How / by who was the modality of support decided? (choice between study, TA, twinning, supply)		
Answer Options	Response Percent	Response Count
Joint process involving your institution and PAO / EUD or external expert recruited by PAO	80.0%	8
PAO / EUD or external expert recruited by PAO	10.0%	1
Internally driven process	10.0%	1
Recommendation made by another donor	0.0%	0
Other (please specify)		0
answered question		10

5. Do you think the process necessary to identify and implement the support activity was easy or complicated? Scale from 1 (easy) to 5 (very complicated and long)		
Answer Options	Response Percent	Response Count
1	50.0%	5
2	40.0%	4
3	10.0%	1
4	0.0%	0
5	0.0%	0
If complicated/long please indicate reasons:		0
answered question		10

6. Is the support provided through SAAP/SAPP linked to other areas of EU or other donors intervention?		
Answer Options	Response Percent	Response Count
YES	50.0%	5
NO	50.0%	5
IF YES, please explain how or give an example		5
answered question		10

Additional comments:

- support provided by donors like UNDP and UNODC to implement strategic goals in the National Anti-Corruption Strategy
- Support is in line with EU-Jordan Action Plan, and in line with EU Initiatives and programmes for rural and agricultural development, and TAIEX activities
- TAIEX
- Building capacities of Audit Bureau always take in consideration the achievements in every area of other donor interventions and builds on it. such as Performance Audit :we make the gap analysis of the achievements of USAID and build on it to continue support and enhance this area by twinning project but without overlapping
- it was linked to EU Sector support for Energy through "the Renewable Energy and Energy Efficiency Program" through EUROPAID, in which there was 2 million EUR was allocated to establish Renewable Energy and Energy Efficiency Labs in Jordan

7. How many units and/or staff benefitted from the support provided? (please provide number, estimate is fine)			
Answer Options	Response Average	Response Total	Response Count
Number of units	13.60	136	10
Number of staff	592.80	5,928	10
answered question			10

Detailed number per respondent

Number of units	Number of staff
17	119
30	1000
7	900
14	350
1	60
10	200
12	2800
3	9
2	400
40	90

8. What kind of capacities were strengthened? (more than one option may apply)

Answer Options	Response Percent	Response Count
Planning capacities	40.0%	4
Technical capacities (implementation)	100.0%	10
Monitoring and evaluation capacities	50.0%	5
answered question		10

Please explain how capacities have been strengthened and in which way they affect the work within your institution / department

Involves daily work in different fields like law enforcement, prevention, communication, public awareness, social media and international cooperation.
Human resources capacity building plans, were developed and implemented. Institutional strengthen of beneficiary departments and offices.
We have developed the training centers: 1. at administrative, structural and training levels to become center of excellence in line with EU and UN standards 2. law enforcement based on policing best practices and respect of human rights 3. bench-marking and assessment committees
Produce clear and enforceable strategic plan Preparation of guidelines are being used in various directorates as a reference to assist customs officers in enhancing the customs work at Jordan customs
1- the project developed a functional quality management system in Drugs , arson and alcohol in blood labs within FLD that meets the requirements of ISO IEC 17025:2005 ILAC-G19 Standards. 2- the project enhanced capacities of the staff in certain technical and managerial fields. (ex .ISO 17025 standards requirements , Validation of methods, Uncertainty of measurements , internal auditing, document control ,internal calibration ...etc.
For example SIGMA help Audit Bureau in initiation of the strategic plan which include 8 projects in different areas: enhancing the audit outputs, performance and environmental audit, companies audit, Arab institute of audit...etc.
Modern methodologies have been adopted in the correction field related to staff selection and infrastructural design of prison facilities. more correctional programs were presented to the inmates . professional training courses & curriculum were adopted . more respect to inmates human rights and improved treatment of inmates
Capacities have been increased in testing RE &EE equipment, monitoring and evaluation of energy audits, work as accredited third party for monitoring and evaluation for solar energy projects.
The project supported the Jordan Government efforts to counter terrorism and organised crimes by strengthen the capacity of PSD- FLD and EHU to counter terrorism and organised crimes in line with EU and International standards and best practice , 1- the twinning project has developed the FLD &EHU to EU standards for general forensic Techniques , bomb disposal and bomb scene management , the Jordanian police have been trained to deal with any future terrorist attack. 2- the introduction of ISO 17025 quality system into FLD has provided greater assurance to the criminal justice system that it can have greater confidence in the forensic examination performed.

3-the explosive and controlled chemicals analysis lab was established, resulting in an improved capacity on bomb crime scene investigation and analysis.
4-upgrade the knowledge and skills of FLD staff, study visits assisting of FLD in preparation to ISO 17025 accreditation, and EU granted equipment through twinning project allow to save efforts, time and money required for purchasing supplies and service
5- Improved training approaches and developed refreshment courses for 4 trainers allowing to initiate CBRN training for about 100 staff from EHU and 19 crime scene teams located country-wide (train the trainer program)

9. Did the increased capacity help you / your institution in carrying out (more than one option may apply)

Answer Options	Response Percent	Response Count
Day-to-day activities	80.0%	8
Specific technical activities	70.0%	7
Other	0.0%	0
Please explain how or give an example:		5
answered question		10

Comments

writing and executing Mutual legal Assistance requests, protection of witnesses and experts, outreach and social media.

1. training delivered through this project raise the staff awareness of ISO 17025 standards and requirements and let them implement these standards while performing the tests .
2. full Documentation of the QMS .
3. Operation and implementation of Quality management system that meets the requirements of ISO 17025 standards.
4. Level of performance is improved, operations are strengthened
5. Improvement of reliability of forensic examination performed.

All provided assistances related to our daily activities in which it reflected on enhancing the Audit outputs and the capacities of the staff

NCRD was increased the capacity in conducting research & development related to RE & EE, by putting in hands the required scientific tools to measure, test and analyze data. It enhanced the capacity of data interpretation and conclusions.

1-training delivered through this project raise and build the technical capacity of FLD staff and EHU to deal with any bomb scene(Investigation and Analysis) .
2-the project consolidate significantly the knowledge of FLD in ISO 17025 standards and implement it on day to day basis while performing the tests which in turns reflected positively on the good quality of lab practices and work performance , in addition to ensure precision, accuracy and reliability of the test results .
3-the ability is increased to investigate and analyse explosive and controlled samples by functioning and operation of the lab and furnishing with necessary equipment.
4-raise the standards of forensic science skills in investigation and analysis of different cases .

10. Are mechanisms in place to ensure that the capacities strengthened through the SAAP / SAPP are sustainably internalized within your institution / department?

Answer Options	Response Percent	Response Count
YES	100.0%	10
NO	0.0%	0
If yes, please explain how:		10
answered question		10

Comments

Relevance to the National Anti-Corruption Strategy, ongoing efforts started to establish a unit within JACC for protection of witnesses and experts, and another for Assets tracing.

With close and continuous cooperation with international Cooperation department.

maintain sustainability through provide Train of Trainers and update curricula

The enhancement of work of risk management which contributed to strengthening the secure and facilitate global trade

Regarding the sustainability of the project results , FLD has a budget allowing quality management system

<p>maintenance. FLD develop the staff skills on ISO 17025 specifications by regular training .New building is established and designed in accordance to ISO17025 , QMS is implemented within FLD and local accreditation is obtained , budget is allocated to maintain the accreditation, and efforts are made to include all the tests in the scope of accreditation</p>
<p>Full coordination between AB and PAO in different areas</p>
<p>Policies ,procedures ,internal regulations , management strategies, quality of service provided , staff selection and training</p>
<p>By establishing specialized testing units for RE & EE equipment. The client should pay against service to generate income and cover the running costs of the said labs.</p>
<p>Regarding the sustainability of the project results, FLD has an allocated budget allowing their maintenance. the EHU manages its own budget and had received renovated training facilities with excellent possibilities to use and further develop the staff skills .new building for forensic labs is established and designed in accordance to ISO17025standards , QMS is established within the FLD and accreditation is obtained , budget is allocated to maintain the accreditation, efforts are made to include all the tests in the scope of accreditation</p>
<p>The technical mechanisms still working till now</p>

11. Has the support provided through SAAP/SAPP contributed to the internal reform / modernization process and / or to regulatory approximation with EU legislation?		
Answer Options	Response Percent	Response Count
YES	90.0%	9
NO	10.0%	1
If yes, please explain how or present an example:		9
answered question		10

Comments

<p>Reviewing JACC organizational structure in order to establish a separate witness protection unit at JACC and adopt by-laws to protect informants and experts in corruption cases and witnesses and whistleblowers. Establish a separate assets tracing unit at JACC to enhance tracing of corruption crimes. Standard operating procedures were established for complaints, intelligence & investigation processes, whistleblower handling and witness protection.</p>
<p>Legislative review, amendments and issued. Structural reform.</p>
<p>Re-engineering of training and operation Reform the structural chart</p>
<p>Creation of intelligence unit which contributed to enhancing customs control process Improvement of risk analysis concept. Guidelines on Post audit List of risk indicators delivered in order to assist officers to reduce the percentage of red lane declarations A guideline is being used in the origin section in the directorate of tariff and agreement as a reference to assist origin staff in the application of the origin rules in line with the EU-Jordan association agreement Enhancement of the existing Origin Section Increased capacity of JCD in implementing Pan-European origin Protocol The gradual use of the Combined Nomenclature which will permit a better classification of goods and a more accurate collection of customs duties</p>
<p>The project assists and supports FLD in implementing QMS and acquire accreditation, it also contributes in performing Examination in line with EU and international standards and best practices.</p>
<p>It leveraged the capacities of the staff which reflected on enhancing audit operations</p>
<p>High quality of training materials following the international and EU standards. Administration derived by providing more human environment for inmates, staff and other related stakeholders</p>
<p>Internal planning to develop plans to adopt EU specs in testing and evaluation.</p>
<p>The project assists the Government of Jordan in its efforts to counter terrorism on the national, regional and international levels.it was highly relevant to the country context and fully corresponded to the EU-Jordan cooperation frame work in field of security and counter terrorism. The project contributed to improve cross-cutting issues (human rights) by justice achievement through linking the criminal with physical evidence</p>

12. In your opinion, have increased capacities led to the provision of improved services for the public?		
Answer Options	Response Percent	Response Count
YES	100.0%	10
NO	0.0%	0
If yes, please explain how or present an example:		10
answered question		10

Comments

Improved outreach and communication, being more transparent and open with the civil society.
Clear management lines.
Systematized Operational procedures.
Comply with international standards and policing best practices during implementing of Public order missions and law enforcement especially in community demonstration.
Through applying modern risk based control which reflected on further facilitation of trade supply chain and economy
Implementing ISO17025:2005 ILAC-G19 quality system has provided greater assurance to the criminal justice system that it can have greater confidence in the forensic examination. The quality of forensic science analysis, within the Jordanian judicial system, is of fundamental importance to all Jordanian people as well as providing internationally accepted results
Enhancing and improving audit operations led to more efficiency in protecting public funds
Better classification of inmates that reflected positively on inmates, staff and families.
Designing safer prison facilities for the community, staff and inmates.
More productive and income generating rehabilitation projects for inmates.
Releasing less dangerous inmates back to the society.
Works as a third party for monitoring and evaluation.
Enhancing the capabilities in fighting terrorism and organised crimes, leads to sustain stability and security for Jordan and the region
All the cadastral procedures and services are enhanced day by day for instance the map sheets and quality of cadastral information and the whole valuation results.

13. How satisfied were you with the level of expertise / equipment provided? Scale from 1 (not at all) to 5 (very satisfied) If your institution / ministry benefitted from more than one contract please provide level of satisfaction for each

Answer Options	1	2	3	4	5	Rating Average	Response Count
1st contract your institution / ministry benefitted from	0	0	1	6	3	4.20	10
2nd contract your institution / ministry benefitted from	0	0	0	3	3	4.50	6
3rd contract your institution / ministry benefitted from	0	0	0	1	0	4.00	1
Add explanatory comments if desired / necessary:							1
answered question							10

Comment: full collaborations between beneficiary, support received through SIGMA via PAO in determining the suitable technical needs

14. Given your experience, do you think an alternative modality to the one that was chosen would have better served the intended purpose? e.g. a twinning providing public sector expertise instead of a TA providing private sector expertise or vice versa

Answer Options	Response Percent	Response Count
YES	0.0%	0
NO	100.0%	10
If yes, please explain why or present an example:		0

15. In your opinion, should the SAAP/SAPP remain as is or could something be improved?

Answer Options	Response Percent	Response Count
As is	87.5%	7
Improvement needed	12.5%	1
	answered question	8
	skipped question	2

7.2.2 With Civil Society Organisations: Democratic governance (EQ-3)

Country Level Evaluation of the
European Union's Cooperation with the Hashemite Kingdom of Jordan (2007-2013)

**June 2014 Mini –Survey with Civil Society Organisations (CSOs)
on Democratic Governance (Evaluation Question 3)
- Summary Analysis -**

PART I: Summary data on the survey respondents

Number of CSOs the questionnaire has been sent out to for completion	25
Number of CSOs questionnaires completed and returned	5
Survey completed questionnaires retrieval rate	20 % (one fifth)

Main sectors / thematic areas in which the responding CSOs are active <i>(Max. three sectors / areas per CSO, with listing of most important first)</i>	1 st	- Good governance - Human rights - Human rights - Human rights - Justice
	2 nd	- Political reform - Women - Elections - Migration
	3 rd	- Local development - Political reform - Labour - Political reform

Number of responding CSOs benefitted from EU support in the 2007-2013 period	All 5 - 100%
Brief description of type and extent of support	<ol style="list-style-type: none"> Two funded projects: (a) Building a Youth Coalition for Advocacy and Civil Participation for reform in Jordan Feb 2007 – May 2008: aims to provide Jordanian youth with the practical experience and skills to form a coalition that undertakes a national advocacy campaign, and encourage civil, participation to promote youth participation in political processes in Jordan, and (b) Empowering Women through Economic Mentorship Jan. 2011 – April 2013: aims at developing the capacities of vulnerable women to engage in local development processes. Funding of projects Several funded projects that strengthened CBOs affiliated to AWO through participating in Mosawa Network, assisted in promoting political reform and the monitoring of Jordan commitment to regional conventions.

	4. Support Irregular Migrant Workers (111,000 Euro)
	5. Six financial grants

Number of CSOs the questionnaire has been sent out to for completion	25
Number of CSOs questionnaires completed and returned	5
Survey completed questionnaires retrieval rate	20 % (one fifth)

PART II: CSOs replies to the 10 CSO survey questions on CLE EQ-3 democratic governance issues

Question 1	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
To what extent in your opinion has systematic consultation of civil society on policy dialogue and development matters improved in Jordan in the 2007-2013 period – at national level?	Number of scores		3		2			1.80
	% of total		60%		40%			100%
Summary of narrative comments by respondents (<i>brief explanations / score justifications</i>)	<ul style="list-style-type: none"> - There is facade in the way dialogues are conducted. Although there is a promotion that there are several dialogues between the government and the CSOs, still it is only on a pro forma basis. - Not all relevant stakeholders are invited to the dialogues. CSOs who receive money from the government are mostly invited in order to support government decisions. While some CSOs are excluded to participate in such events intentionally. - Not systematic, but in some occasions prime ministers meet women rights activists. Some government representatives attend civil society meetings, also participated in civil society activities. - After the Arab Spring, there was a start of consultations, at the national level, for political reform but it led to nowhere because the implementation of the results of the dialogue was very little. Women were present as a decorative procedure with no impact. 4 women participated out of 54 representatives, but no discussion over women participation in development matters. 							

Question 2	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
To what extent in your opinion has systematic consultation of civil society on policy dialogue and development matters improved in Jordan in the 2007-2013 period – at local level?	Number of scores		1	4				1.80
	% of total		20%	80%				100%
Summary of narrative comments by respondents (<i>brief explanations / score justifications</i>)	<ul style="list-style-type: none"> - There are few collaborative advocacy efforts are taking place at the local level, but there is a little chance to amend and change policies at this level, because local governments are linked to the central government directly, therefore; although it might be easier to approach and do some changes, but still it is quite challenging - No opinion - Little progress has been introduced as governors at the local level just started to invite representatives of CSOs to periodic meetings. No tangible results. 							

Question 3	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
Degree to which EU support has contributed to strengthened consultation of civil society on policy dialogue and development matters in Jordan ?	Number of scores			2	2	1		2.80
	% of total			40%	40%	20%		100%
Summary of narrative comments by respondents <i>(brief explanations / score justifications)</i>	<ul style="list-style-type: none"> - The EU support to Civil Society was through the role it is playing, being a linkage between government and CSOs, through its moderate communication channels, which allowed both parties to share their thoughts and recommendations to each other through the EU. Nevertheless, CSOs are aiming for more effective support from the EU on this regard. - On several occasions the EU invited NGOs and governmental entities for meetings, like several at the foreign affairs ministry. Also, the EU involves CSOs in the EU work planning. - To a certain extent, only. In support of an EU NSA project in Azraq local community, CSOs were able to form a "coordinating committee" for societal dialogue. It succeeded to aggregate the efforts of CSOs, parliamentarian, mayor and the governor, but failed to build systematic consultation with any of the concerned ministries, especially the MOPIC, at the national level. 							

Question 4	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
Degree to which CSOs institutional / organisational capacities have been strengthened in this period with EU support ?	Number of scores				2	3		3.60
	% of total				40%	60%		100%
Summary of narrative comments by respondents <i>(brief explanations / score justifications)</i>	<ul style="list-style-type: none"> - The support has been made through the EU funded projects given to Jordanian CSOs. These funded projects helped in building the capacities of CSOs in many arenas, starting from adhering to international rules and regulations, followed by financial controlling, and project management. - The EU funded CSOs capacity strengthening (expansion and extension) in Jordan and helped to form cooperation with European NGOs. - CSOs institutional capacities have improved a lot whether in cities or in rural and remote areas. 							

Question 5	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
Degree to which CSOs human capacities have been strengthened in this period with EU support?	Number of scores			1	1	2	1	3.60
	% of total			20%	20%	40%	20%	100%
Summary of narrative comments by respondents <i>(brief explanations / score justifications)</i>	<ul style="list-style-type: none"> - Same as number 4: The EU funded projects gave the chance to the human resources at the funded CSOs to improve their project management skills, financial skills, reporting and follow up skills, in addition to any other skills relevant to the project implementation and goals and objectives. - Funds from the EU have allowed CSOs to hire skilled people and allow them to be involved in human rights work. Allows the training of people in civil society on human rights issues. - CSOs human capacities have improved a lot whether in cities or in rural and remote areas. 							

Question 6	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
Degree to which CSOs Apex structures, federations, networks and platforms have been created and strengthened with EU support ?	Number of scores		2		2	1		2.40
	% of total		40%		40%	20%		100%
Summary of narrative comments by respondents <i>(brief explanations / score justifications)</i>	<ul style="list-style-type: none"> - There has been some networks and coalitions which has been established as part of the EU funded projects, but none of these networks has been formulated as a solo network, it was all project based initiatives. - No networks or coalitions have been formed to tackle an urgent, needy or immerging issue. - Our organisation has created one of the coalitions, with civil society and governmental membership, to protect women in detention and protective custody, and has been able to release over 100 women over 6 years. - Mosawa Network for grassroots women CBOs was created and supported in the years 2007-2013 with EU support. It includes quite a big number of CBOs who work together on women's rights, especially the implementation of CEDAW. 							

Question 7	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
Extent to which in your opinion CSOs effectively impact on political dialogue and agenda setting at present in Jordan ?	Number of scores	1	1	2	1			1.60
	% of total	20%	20%	40%	20%			100%
Summary of narrative comments by respondents <i>(brief explanations / score justifications)</i>	<ul style="list-style-type: none"> - There is a lack in a systematic dialogue among CSOs, and an absence of collaborative advocacy efforts - There are no effective negotiations with decision makers for the benefit of CSOs - In Jordan there are many political dialogues held that we have been involved in, in the last 6 years but the dialogues' impact has been little. - Very low impact. In Jordan, there are NGOs created by the authorities. These are included in dialogues, if necessary as a decorative measure. But, CSOs are not taken seriously, especially if the leaders are labelled as "opposition". - The officials do not care about the CSOs opinion. 							

Question 8	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
Extent to which in your opinion CSOs have been involved in the design of EU cooperation strategies and programmes with Jordan ?	Number of scores		1	1	1	1	1	3.00
	% of total		20%	20%	20%	20%	20%	100%
Summary of narrative comments by respondents <i>(brief explanations / score justifications)</i>	<ul style="list-style-type: none"> - It was a few involvement in the design of EU strategies. - No opinion. - To a very minor extent, CSOs are summoned to meetings, sometimes to express opinions. But no serious involvement in building strategies for the EU-Jordan cooperation, even in matters related to CSO conditions. 							

Question 9	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
Extent to which in your opinion CSOs are actively involved in the implementation and monitoring of EU cooperation strategies and programmes with Jordan ?	Number of scores	1		1	3			2.20
	% of total			20%	60%		20%	100%
Summary of narrative comments by respondents <i>(brief explanations / score justifications)</i>	<ul style="list-style-type: none"> - Recently CSOs are asked to provide verbal-direct feedback and written-formal feedback on the cooperation of the EU staff especially with the CSOs receiving funds from the EU. It has been noticed that CSOs feedback is taken into consideration. - To a very minor extent. CSO verbally protest in meetings to the neglect but without any tangible results for monitoring cooperation. - Most of the CSOs do not have the capacity to do that. 							

Question 10	Scores on 0-5 Scale	0	1	2	3	4	5	Average Score
How satisfied are you with the EU support your organisation has been benefitting from in the period 2007-2013 ?	Number of scores				1	1	3	4.40
	% of total				20%	20%	60%	100%
Summary of narrative comments by respondents <i>(brief explanations / score justifications)</i>	<ul style="list-style-type: none"> - At financial level: it is rewarding for the CSOs to receive support from the EU, since the EU funds are big amounts, which helps in the sustainability of CSOs - At technical level: the EU staff recently has been more involved with the progress of the funded projects, and is providing continuous guidance, monitoring and follow up to these funded projects. - We are satisfied on receiving funds for human rights projects and being invited to several meetings to discuss EU and Jordan cooperation. 							

PART III: Summary quantitative analysis of the CSOs assessment scores of the 10 survey questions related to CLE EQ-3 democratic governance issues

Summary scoring table for the 10 Questions	Question	Q-1	Q-2	Q-3	Q-4	Q-5	Q-6	Q-7	Q-8	Q-9	Q-10	Average
	Av. 0-5 score	1.8	1.8	2.8	3.6	3.6	2.4	1.6	3.0	2.2	4.4	2.72
	Av. % score	36%	36%	56%	72%	72%	48%	32%	60%	44%	88%	54.4%
	Rank	8	8	5	2	2	6	10	4	7	1	-

Totals for all 10 Questions	Scores on 0-5 Scale	0	1	2	3	4	5	Total
	Number of scores	2	8	11	15	9	5	50
	% of total	4%	16%	22%	30%	18%	10%	100%

Summary quantitative analysis

The average assessment score (0-5 scale) of the ten assessment topics of the democratic governance component under the 2007-2012 EU-Jordan cooperation strategy and programme given by the responding Civil Society Organisations in the June 2014 mini-survey conducted in the framework of the Country Level Evaluation (CLE) field phase is a just above average (2.72 or 54.4%). Most of the assessment scores by the CSO respondents indeed tended to the average (22% with a score 2 and 30% scores 3). Only 2 (of the total of 50 or 4%) extreme negative scores 0 were given (one on CSOs actual impact on political dialogue and agenda setting at present in Jordan, and one on CSOs active involvement in the implementation and monitoring of EU cooperation strategies and programmes with Jordan). The 5 highest satisfactory scores (5 on the 0-5 scale) went especially to the overall satisfaction with the EU support given to their respective organisations in the 2007-2013 period (3 cases) plus one 5 excellent score each for CSO human capacity strengthening through EU support and one for involvement in the design of EU cooperation strategies and programmes (the latter topic however was very differently appreciated by the responding CSO with scoring ranging from a low 1 to this high 5).

PART IV: Summary narrative overview of the CSOs assessments regarding EU-Jordan cooperation on democratic governance overall: main overall challenges, strengths and weaknesses, suggestions

Main challenges to be addressed still for further strengthening of democratic governance in Jordan overall?	
<i>(List of max. five most important challenges to be addressed, with the most important first, as ranked by the responding CSOs)</i>	
1st	<ul style="list-style-type: none"> - The interference of the security agency in the civic work. - Lobbying for creation of real political will and to make it a priority. - Women advancement needs a change in the Constitution by adding a "phrase" to forbid discrimination according to "gender". - Judiciary independence. - CSO's as key player are not recognised by the government.
2nd	<ul style="list-style-type: none"> - The legislative framework for NGOs operation in Jordan in general. - Lack of belief in civil society. - Women participation in the workforce needs incentives like supporting services to lead to higher participation in the public life. - Citizenship equality. - CSO's visions and point of views towards different issues are not taking into consideration when preparing any strategies.
3rd	<ul style="list-style-type: none"> - The lack of dialogue between CSOs and the Jordanian Government. - Bad reputation of some civil society organisations. - Increase percent of "quota" seats (10%) in Parliament to enable female parliamentarians to form a critical mass that affect change for women's rights. - Free and fair elections. - Lack of confidence in the CSOs' achievements and their contributions on the national and local level.
4th	<ul style="list-style-type: none"> - Hiring human resources at local levels that does not adhere to transparent best practices. - Regional challenges - Change to Association Law Family Law, Civil Pension Law & Nationality Law is urgently needed to lift

	<p>tight control on civil society and women's rights.</p> <ul style="list-style-type: none"> - Transparency. - -
5th	<ul style="list-style-type: none"> - - - Lack of people's involvement in public life because of threats of penalization on the laws governing public freedom. - There is a need for an Electoral Law without the one-person-one vote, which harms women participation and a woman quota in the Political Parties Law, especially at the top of the proportional lists. - Accountability. - -

Main strengths / good practices of and main challenges to be addressed still by EU support in empowering Civil Society Organisations as partners in the policy/political dialogue and development processes in Jordan?

(Listing in order of importance – the most important first by the respective responding CSOs)

Rank	Main Strengths / Good Practices	Main Challenges to be Addressed Still
1st	<ul style="list-style-type: none"> - The moderate communication with Jordanian CSOs, through open channels for meeting and communication - Financial support - Linking demands for local changes with international law for lifting reservations placed on CEDAW. This step made the call for women having their citizenship right stronger. - Systematic consultation - Discussions, meetings and consultations on different levels and issues 	<ul style="list-style-type: none"> - NGOs are not actively involved with the EU planned agenda - NGO related laws / legislations and implementation. - EU needs to support the monitoring of Jordan commitments to UN and regional treaties like the Istanbul Framework Agreement. - Systematic consultation with really independent CSOs - Actively participating in the preparation of the strategies and plans
2nd	<ul style="list-style-type: none"> - Dialogue on civil society related legislations - Engaging grassroots CBOs in the work at the local level and create space for empowerment and discussions on women's rights related issues. - Strengthening the institutional capacity 	<ul style="list-style-type: none"> - Sometimes the feedback provided by the Civil Society is not taken into consideration seriously. - Educational issues - Capacity building of women in rural and remote areas emphasizing mobilization for women's rights - Lack of capacity building programmes
3rd	<ul style="list-style-type: none"> - EU and Jordan human rights sub-committee - Inviting the CSOs to participate as observers in different meetings of the EU with Jordanian officials 	<ul style="list-style-type: none"> - Many things to be done on access to justice. - Strengthening the institutional capacity of the coalitions and networks - To focus on key issues such as academic freedom in the universities (right to think), free and fair elections, judiciary independence, etc.
4th	<ul style="list-style-type: none"> - Create successful dialogues with parliamentarians, CSOs and local authorities for promoting community involvement in development - The update and follow-up with the CSO 	<ul style="list-style-type: none"> - High-level dialogue with decision-makers at the national level needs more pressure by the EU - To give more attention to encouraging the CSOs to monitor the EU cooperation strategy and programmes with Jordan
5th	<ul style="list-style-type: none"> - Application of the right-based approach in the endeavours to promote women's rights - The field visits to the CSOs 	<ul style="list-style-type: none"> - Strengthening of CSOs capacity on using the right-based approach - Support the initiatives to renew the present / existing political and women elites

Which <u>concrete suggestions</u> do you have for further strengthening of <u>EU support to Civil Society Organisations</u> as partners in the policy/political dialogue and development processes in Jordan? <i>(Listing in order of importance, with the most important first by the respective responding CSOs)</i>	
1st	<ul style="list-style-type: none"> - We hope that the EU will further respond to and support the emerging local issues in the country in a more flexible way, sudden emerging issues that need quick interference on a local level such as the unrest that is happening in Ma'an for example. - Inviting CSOs to attend EU and Jordan human rights subcommittee. - Continuation and increase of the EU financial support via Calls for Proposals directed to independent NGOs. - To encourage the networking between the CSOs
2nd	<ul style="list-style-type: none"> - The need for local NGOs to be more involved with the progress of discussions, meetings and dialogues between the EU and the Jordanian Government. NGOs could receive the feedback and updates of these gatherings. - Technical support to civil society organisations, like providing European experts on human rights issues. - Automatic endorsement of projects granted by EU delegation to partners without further approval by the cabinet. - To give priority to the proposals targeting the Southern and Northern governorates.
3rd	<ul style="list-style-type: none"> - Informing CSOs about good practices in Europe. - Acceptance to fund only independent NGOs that are accountable and are under administrative and financial supervision. - To give core funding to CSOs according to adequate criteria.
4th	<ul style="list-style-type: none"> - Providing funds to encourage joint projects implemented by both NGOs and the government. - Support the monitoring endeavours on government commitments to UN and regional (Euro-Med) conventions. - To give priority to the CSOs working to build leadership skills among women and youth.
5th	<ul style="list-style-type: none"> - Giving priority to NGO law. - More coordination between EU Delegation and independent NGOs and more pressure for respecting and liberating civil society. - To encourage partnerships between EU CSOs and Jordanian CSOs.

Any other observations, remarks or suggestions by the responding CSOs	
<ul style="list-style-type: none"> - Thank you. - None 	

Summary qualitative / narrative analysis

Of the ten democratic governance assessment topics in the survey, the overall satisfaction with the EU support the respective organisations have benefited from in the period 2007-2013 got the highest average assessment score (4.4 or 88%), followed by the related (sub-)topics of both institutional / organisational and human capacities strengthening by EU support (both a score of 3.6 or 72%). At the other end of the scale with the lowest overall assessment and satisfaction is the actual impact CSO have on the political dialogue and agenda setting at present in Jordan, despite all the support provided by EU and from other sources (average score of 1.6 or 32%). This is further confirmed by the negative scores on the related impact topics on the extent to which systematic consultation of civil society on policy dialogue and development matters has improved in Jordan in the 2007-2013 period, at both national and local levels (both got an average score of 1.8 or 36%). The survey results thus show on the one hand an overall satisfaction by the responding CSOs with the support provided by the EU to them in the field of democratic governance, however on the other hand with very limited actual impact yet on the actual enhancement of democratic governance in the country and their actual role therein / contributions thereto, and secondly with limited improvement of the actual frameworks and enabling environment for policy dialogue.

The above summary findings emanating from the survey's quantitative analysis are confirmed by the narrative assessments provided by the CSOs participating in the survey and were further substantiated during the CSOs focus group discussion on democratic governance organised during the evaluation's field visit. This confirmation of the quantitative survey findings pertains to the narrative / qualitative assessment of the main overall challenges, the strengths and weaknesses analysis, and the suggestions /priorities for further improvement as identified and ranked by the CSOs themselves.

Amongst the main challenges to be addressed still for further strengthening of democratic governance in Jordan overall, were identified by the CSOs in the mini-survey amongst others: CSOs still not recognized as key players by the government; necessary changes in legal frameworks (e.g. women advancement in the Constitution, Association Law, Family Law, the legislative framework for CSOs operation in Jordan in general, Electoral Law); judiciary independence, non-interference of Government in civic work, the quality of the political dialogue between Government and CSOs.

Concrete suggestions for further strengthening of EU support to Civil Society Organisations as partners in the policy/political dialogue and development processes in Jordan include the following with highest ranking / priority: EU responding to and supporting emerging local issues in the country in a more flexible and prompt way; encouragement of networking between CSOs; CSOs attending the EU-Jordan human rights subcommittee; continuation and increase of EU financial support via Calls for Proposals directed to independent NGOs. Second highest priority rating was given to: The need for local CSOs to be better informed about the progress of discussions, meetings and dialogues between the EU and the Jordanian Government; Technical support to civil society organisations; Automatic endorsement of projects granted by EU delegations to partners without further approval by the cabinet: Priority to the proposals targeting the Southern and Northern governorates. Furthermore also: Encouragement of partnerships between EU CSOs and Jordanian CSOs; More and better coordination between the EU Delegation and independent NGOs; More EU pressure for respecting and liberating civil society.

7.2.3 With private and public sector organisations: Sustainable private sector development (EQ-6) and Trade, transport and investment facilitation (EQ-7)

Context and Environment>> Arab Spring etc.

The Arab spring impact on Jordan up to the moment has been more negative than positive. Without focusing on the nuances, the fact is that instability in the region puts a damper for investments in the region and the confidence of businesses. One of unexpected outcomes of the crisis has been that government performance in public projects, transparency in its current management and expenditures of public and quasi-public companies is now under strong unprecedented public pressure of high criticism, something we hope will be treasured by civil society as growing and learning experience.

There is a tension between the public sector and the private sector that has created wide inefficiencies. Neither sector seems to acknowledge that its success – and that of the country – is intertwined with the smooth functioning of the other. To use an overused analogy we are all in the same boat together, even though sometimes it feels we are using the oars to bludgeon each other.

The use of Tax incentives

One of the most worrisome aspects of Jordanian business environment is that government appears to make decisions on important matters such as taxation on an ad hoc basis and not based on well-defined principles. For potential investors in the country, this has become a major preoccupation where the tax environment over the past several years has been unstable with changing tax laws, an impending change on tax rates for corporations and individuals, the unexpected change rate in certain taxes as the increased tax on telecoms. The most obvious example is the fact that, while no capital gains tax is payable on shares, the government has applied in certain cases a "goodwill tax" that amounts to the same thing, but only on some sectors not as a cross-cutting measure. The increased telecom tax and the increased sales tax on telecom consumption and no taxes on the operators and their profits!!!!!! This implies that the government seeks out successful and/or large enterprises and would like to tax

them at higher rates than other enterprises, creating market inequalities and suggesting worst scenarios for the future

The difficult decisions are tax reform and expenditures adjustments that come with a political sacrifice, since current expenditure (mainly wages and salaries) are not politically easy to downsize. While indirect taxation review is easier and faster when applied to certain sectors, it creates a burden on corporate activities as well as on end consumers. Taxation across economic sectors driven by seeking economic streams is a diversion from the real purpose of taxation and aggressive rates above a certain level are counterproductive to raise further tax revenues since tax rates that are too high will strangle business activity and the total tax pool would shrink.

Tax incentives should be completely reformed as they should be used as a with a long term vision favouring the growth of new enterprises and priority sectors, penalising not performing ones in terms of innovation and employment of local manpower.

How to arrange for more private sector responsibilities in managing PS support

A popular complaint from industrialists and business organizations has been that policy makers have not consulted the private sector when it comes to laws and policies impacting the business environment. There is a clear dichotomy within the two phases of what should be a unique and continuous process, that is the design of the strategies, where in general large participation is searched and the production / approval of new laws and policies, where the transparency is reduced. While the general policy when it comes to overall strategies involve the representatives of businesses, the outcomes of the laws process do not always reflect business concerns, views and positions. From a regulatory perspective the government should always include the business but not only through the classic associations but also including the new experiences that are in many cases the most promising, should try to conduct meetings and accept collective views during the preparatory process, especially at Parliament stage. Lately the public – private partnership is facing major challenges with decisions made without any involvement of the concerned sectors and without proper studies to verify the efficacy of these decisions.

Business environment: what is still to be done

It is well known that many aspects of business environment still need to be précised and improved. In many cases laws have been approved only to please the donors without putting in place the necessary secondary procedural aspects (see example the registration process for new enterprises, the credibility of credit bureau to improve the financial offer for SMEs)

In many cases the call for “liberal paradigms” is the conceptual basis for decisions. One can then wonder why this appeal to a liberal point of view is not transferred to the exchange rate: it is quite evident that the dinar is 30/40% over evaluated (check the inflation lags between US and Jordanian the last 25 years). This imposes an extra cost for Jordan businesses operating in international markets, exactly when the increase in exports and the reduction in imports would have a positive impact on the trade balance. Recent studies on rate of exchange devaluation for developing countries show that the medium long term impact is always positive for growth and employment.

Then again the call for liberal principles is not confirmed when the increased social security costs are applied by recent laws. It is true that evading registering staff is against the constitution, but the violation phenomenon is so widespread in the private sector and especially in the SMEs that changing the environment without a complete re-arrangement of the concerned legislation (exactly what has been done in setting some adjustment to the existing one) is counter-productive for business and employment as they have to face low wages in the shadow market of the informal sector, that is a real competitor for regulated enterprises.

Technical Assistance and Financial Support: the two are indispensable, one without the other does not work

The grants are a good instrument when used with very focused, defined and widely announced objectives and not when these are vague and depending on not transparent decisions: in this case they are more a distortion in the functioning of the market with very dangerous consequences for the

beneficiaries (that adopt a “grant” mentality) and for the competitors. The good use of grants should be always accompanied by targeted and capable technical assistance.

Other forms of financial support should be tested, especially regarding the financial management at enterprise level (probably in agreement with meso-organizations) as well as improving the management capacities of financial intermediaries in dealing with SMEs (widening the views from the loans assessment to credit assessment / project evaluation / offering of new products for the potential new clients / etc.)

OASIS 500 is a different experience closer to venture capital; it invests only in start-ups in advanced sectors, offering financial and management support. The financial support is an equity investment up to 20/25%. However the presence of OASIS 500 helps to access other financial sources as all the investments are seriously vetted to search for the one promising, credible and with high level of success. They selected up to now 76 start-ups out of more than 500 that presented a request. In 2015 they will start selling back the shares to other investors: they calculate 1.5/1.8 return on investment, allowing the capital to be ready for new ventures. Participants convened that venture capital joined with management assistance is better modality than the grants distributed without clear focus.

7.2.4 With Ministry of Education officials and principals of schools: Education and employment (EQ-8)

An electronic mini survey questionnaire was sent to the Ministry of Education / Field Directors, Principals of Schools beneficiaries between end of June and mid July 2014 to have more view and further insight of issues related to delegation of authority and responsibility to the regional (Governorates), local (municipalities) and schools levels, to assist the evaluation process to have an operational performance monitoring and evaluation systems and based on partnerships with local communities and the private sector. This has allowed collecting further evidence and information related to indicators under EQ 8 (JC 8.1, JC 8.2 and 8.3.)

The mini survey questionnaire was sent electronically to the MoE to be forwarded by the ministry to the Education Field Directors and Principals of Schools consequently the MoE/ Secretary General issued an official letter carried the number 14/ 80/ 33817 dated July 6th 2014 attached with it the format of the mini survey questionnaire to 3 education field directors (Education Director at the University district, Education Director of Marka district, Education of Qwesmeh district) requesting to respond to the questionnaire for feedback from them and three principals of male schools and three principals of female schools of each district, in the same letter the S.G asked them to attend the focus group meeting on July 10, 2014, for the same group who responded to the questionnaire according to the request of the education consultant.

20 persons responded 3 are education field directors, 15 were principals of schools and 2 education supervisor. 9 of the 20 were females.

The questionnaire was structured of 10 questions to enrich openness and responsiveness, 7 questions were articulated according to assessment questions on a scale of 0-5 with 0 = unsatisfactory as lowest score and 5 = highly satisfactory as highest score. In case no information “N.I.” was include as an answer in case no opinion “N.O.” included as an answer with an addition boxes for justification/ further explanations in relation to given questions/answers.

One question was to address the top challenges facing delegation of authority and responsibility to overall Jordan Education System. One question was to address the main strength and main challenges for EU support in empowering MoE, the last question was to address concrete suggestions for strengthening EU support to MoE in Jordan

Overview of answers provided

Question 1	Satisfaction level /Response Count Strongly unsatisfactory = 0 Lowest score Highly satisfactory = 5 as highest score					
	Strongly unsatisfactory =0	1	2	3	4	Highly satisfactory = 5
To what extent in your opinion, has the EU support contributed to improvements in the delegation of authority and responsibility to the regional (Governorates), local (municipalities) and schools levels? Please explain.			1	11	6	1
Response percentage			5%	55%	30%	5%
No response percentage				5%		
	answered question				19	
	No response				1	
	Total answerd question				20	

Comments:

- Delegation of authority facilitates the work through approving vacations to employees and some management decisions by school principals.
- Decision making became away from unplanned spontaneous decisions and became collaborative decisions
- EU support contributed positively and facilitated in the delegation of authority at school level as the decisions became decentralized
- Delegation of the authorities contributed to decrease centralization of decision making on the basis of partnership with social and local communities to a certain limit but it was not in an organized and systemic way that can lead to the assessment, monitoring and evaluation of the work also there are no regulation or systems to be followed for delegated of authorities.

Brief summary / analysis of survey replies for question 1:

55% were satisfied to the extent of improvements in delegation of authority and responsibility to the regional (Governorates), local (municipalities) and schools levels while 5% where unsatisfied also 5% where highly satisfied,.

Question 2	Satisfaction level /Response Count Strongly unsatisfactory = 0 Lowest score Highly satisfactory = 5 as highest score					
	0	1	2	3	4	5
Extent to which in your opinion the authorities and responsibilities that were delegated and contributed to the enhancement of overall education system.			1	8	8	2
Response percentage			5%	40%	40%	10%
No response percentage				5%		
	answered question				19	
	No response				1	
	Total answerd question				20	

Comments:

- Contributed to the improvement of the education system since the student become the focus of the educational process and become part of the development of the school plan
- It assisted in accomplishing the work quickly and away from bureaucracy
- Authorities that were granted to principals of schools facilitated to accomplish the work faster
- Identified Job description for administrative and technical employees
- Empower the skills of educational leaders by training, retraining and continuous training.
- The need for periodic review of first and second stage to improve the performance of the employee.
- Enhances self-confidence of directors and school principals and improved their ability to make decisions, increase the sense of responsibility and work diligently
- It contribute to the change in teaching strategies and have more attention to basic education and pre-school education
- Delegation of authorities Contributed to have participatory approach in decision-making that facilitated to provide the services, it also helped in building trust among employees and this led to the improvement and enhancement of education system
- EU contributed of 30% in enhancing and development of the education system

Brief summary / analysis of survey replies for question 2:

40% of the answers were highly satisfied and 40% were satisfied to the responsibilities that were delegated has contributed to the enhancement of the overall education system, while 5% were unsatisfied.

Question 3	Satisfaction level /Response Count					
	0	1	2	3	4	5
Degree to which delegation of the authorities and responsibilities contribute to improvements of an operational performance monitoring and evaluation systems and based on partnerships with local communities and the private sector.			1	6	10	2
Response percentage			5%	30%	50%	10%
No response percentage			5%			
answered question				19		
No response				1		
Total answerd question				20		

Comments:

- The local communities became partner with the school, share the interest and concern in school facilities and became very supportive to the Schools.
- Need for developing the assessment process according to result based.
- Develop an item for career excellence that focus on positive initiatives including increasing and empowering of community participation.
- Periodic review with recommendations of the performance record of the employee
- Concentration on the developmental initiatives with specialized teams in the field for encouraging cooperation with the local community.
- Cooperation of local community with schools allow them to understand to play an active and supportive role financially and morally
- Many school leaders might lack the skills or afraid of being responsible to take decisions, a change from a centralized to a participatory approach style of leadership. Therefore, a clear structure is needed with steps and follow-up systems to assist principals in developing more flexible management system, which would give them more immunity and protection in practicing their role of leadership with the right decisions to be taken.
- Establishment of evaluation tools to support the education system and address weaknesses

Brief summary / analysis of survey replies for question 3:

50% of the answers were highly satisfied to the responsibilities delegated were contributed to the improvements of an operational performance monitoring and evaluation systems based on partnerships with local communities and the private sector, while 5% were unsatisfied, and 5% with no response.

Question 4	Satisfaction level /Response Count Strongly unsatisfactory = 0 Lowest score Highly satisfactory = 5 as highest score					
	0	1	2	3	4	5
Degree to which the regional (Governorates), local (municipalities) and schools levels human capacities have been strengthened for facing the challenges of delegation of authority and responsibility.			4	5	6	1
Response percentage			20%	25%	30%	5%
No response percentage			20%			
answered question				16		
No response				4		
Total answered question				20		

Comments:

- The improvement has been noticed to an excellent degree particularly in human capacity building that empowers them to overcome the challenges facing education system.
- Conducting training programs on strategic leadership and school community based for supporting education system.
- Training of Trainers (TOT) is required for strengthening the role of the education field leaders
- The necessity of implementing school twinning programs, trends and development of new school and the skills of the twenty first-century
- Human resource capacity building is not at the required level, more attention must be paid to the quality of training programs, such as training of the new teachers
- The training programs are good but needs to be closer to the reality, to be taken seriously and the participant should be assessed and evaluated after any training activity.
- Weak degree of capacity building due to lack of training resources.
- Helped in a small fraction of human capacity through training courses and conferences, but the courses and conferences were weak

Brief summary / analysis of survey replies for question 4:

The highest percentage of the answers was 30% with highly satisfied to the capacities that was strengthened for facing the challenges of delegation of authority and responsibility, while 20% were unsatisfied, and 20% with no response, and 5% were strongly satisfied.

Question 5	Satisfaction level /Response Count Strongly unsatisfactory = 0 Lowest score Highly satisfactory = 5 as highest score					
	0	1	2	3	4	5
Extent to which in your opinion the schools experiencing difficulty in maintaining a high quality of education due to shortages of qualified teachers, other types of staff, and because of financial limitations?	1	1	4	4	5	4
Response percentage	5%	5%	20%	20%	25%	20%
No response percentage			5%			

answered question	19
No response	1
Total answered question	20

Comments:

- Brain drain internally and externally for higher income, which leads to keep the traditional employees.
- The conflicts between employees to obtain other sources of support for additional income from any other activities in the field
- The economic gap is getting worsen between the wages and cost of living
- A distinctive education leader gets better jobs opportunities.
- Shortage of a high number of qualified teachers in specific disciplines
- The output of universities to hire teachers is very weak
- the movement of talented teachers to private schools because of the financial differences
- the newly appointed teachers are not subjected to tests prior to appointment
- continuous complaining of teachers due to financial reasons
- The field at school level is still witnessing weak performance due to non-qualified cadres enter to education system, especially in the first three classes.

Brief summary / analysis of survey replies for question 5:

The answers were equally distributed with 20% for numbers 2,3,5 and 25% of the answers for number 4, with 5% for strongly unsatisfied to that the schools are experiencing difficulty in maintaining a high quality of education due to shortages of qualified teachers, other types of staff, and because of financial limitations.

Question 6	Satisfaction level /Response Count					
	0	1	2	3	4	5
Extent to which in your opinion place the vocational schools a high value on the employment rates of their graduates? On the extent of employment in occupations or economic activity areas they believe are related to the graduates' school programs?	5	4	2	2	4	
Response percentage	25%	20%	10%	10%	20%	
No response percentage			15%			
answered question						17
No response						3
Total answered question						20

Comments:

- no contacts with the private sector or local communities to employ the graduates,
- emplyemnt of graduates is done through Civil Service Bureau
- There is no system or directions at the schools for employment of graduates due to not having the authorities in this regard.
- The only role of vocational schools is to guide the student's to the path of vocation education and prepare them for employment but schools are not concerned with the employment of the graduates since this is the responsibility of Ministry of Labour and Civil Service

Brief summary / analysis of survey replies for question 6:

The highest percentage of the answers was 25% with strongly unsatisfied to the extent the vocational schools plac a high value on the employment rates of their graduates, on the extent of employment in occupations or economic activity areas they believe are related to the graduates' school programs while 20% were highly satisfied, and 15% with no response.

Question 7	Satisfaction level /Response Count					
	Strongly unsatisfactory = 0 Lowest score Highly satisfactory = 5 as highest score					
	0	1	2	3	4	5
Extent to which in your opinion the regional (Governorates), local (municipalities) and schools Principals have been involved in the design of EU cooperation strategies and programmes in the education sector with Jordan?	6	2	3	5		1
Response percentage	30%	10%	15%	25%		5%
No response percentage				15%		
answered question				17		
No response				3		
Total answerd question				20		

Comments:

- There is no communication or cooperation with the principals of schools in this regard
- There are few initiatives but not serious in this regard due to lack of communication between the school and other governmental institutions and social partners.
- No participation in the preparation of strategies and cooperation programs for education sector, whatever follows comes from the ministry at central level.
- Schools and districts prepare strategic plans and implementation processes but it is subjected to change or delay for financial reasons or change the policies of some officials also lack of full institutional work
- The school leaders are not aware or involved in the preparation of any strategies

Brief summary / analysis of survey replies for question 7:

The highest percentage of the answers was 30% with strongly unsatisfied the extent the regional (Governorates), local (municipalities) and schools Principals have been involved in the design of EU cooperation strategies and programmes in the education sector with Jordan while 5% were highly satisfied, and 15% with no response.

What in your opinion are the main challenges to be addressed still for further strengthening delegation of authority and responsibility to the regional (Governorates), local (municipalities) and schools levels in overall Jordan Education System?

Comments:

- Carelessness or negligence by the authorized persons
- Abuse of using the authority that was delegated
- more training is needed of delegation of authority and how to implement it on the ground
- mechanism is required in the education system for the evaluation and selecting the most promising to hold positions
- Reduce the gap between the school and senior management at the ministry through good communication and newsletters
- conduct conference that leads to show what has been accomplished on the ground (Challenges and Solutions)
- competitive programs is needed for improving the quality of education
- more training is needed for school principals
- The authorities that granted to school principals are minor and or shallow
- Weak financial subsidies for schools
- Amendment of laws and regulations
- less centralized decision-making
- Establishment monitoring and evaluation system, and have proper feedback
- Involvement all parties concerned, whether at the ministry or in the field in the planning and developing strategies

- Lack of sufficient knowledge of authorities delegated, there is no system for monitoring and evaluation
- No realistic activate accountability system
- Appointment of teachers should be according to good qualifications with the provision of better salaries to be given for working in the public sector
- Selfishness and no competent principals
- no self-confidence and fear of taking decisions
- Less understanding of delegation of authority
- the role of the student is ignored, which is the base of the educational process
- the strategic plans are prepared at the ministry level, adopted as it comes without any changes
- various degree of authority that was delegated, with the involvement of employees in decision-making
- Low level of professional satisfaction among employees and lack of motivation and loyalty to their profession
- Lack of professional experience and insufficient familiarity with administrative leadership skills
- Limited communication between parents of students, local community and school
- Heavy load of detailed routine and administration work of school principals at the expense of creative technical aspects

Brief summary / analysis of survey replies:

Many challenges were mentioned to be addressed for further strengthening the delegation of authority and responsibility to the regional (Governorates), local (municipalities) and schools levels in overall Jordan Education System, around 27 items to be tackled but the main challenges were due to lack of quality of training and capacity building as well as no clear mechanism was developed by MoE to be followed for the authorities delegated

What in your opinion are the <u>main strengths / good practices</u> of and <u>main challenges to be addressed still</u> by EU support in empowering MoE as partners in the development processes in Jordan?	
Main Strengths / Good Practices	Main Challenges to be Addressed
- The emergence of new success stories challenged the difficulties	- ambiguity and Lack of regulations
- Conversion of crisis to points of challenge and accommodation of new developments	- Weaknesses of resource management
- Continuity of change process and reform for the better for improving the education system	- Conflict of authorities
- Training of all administrative and educational staff member, without exception, such as the directors + teachers + students in team work which contributed to the better support of progress	- Refusal of some administrative leadership of the changes in management and process
- Creation of opportunities for the development of leadership and documenting their achievements in dealing with the update developments in the education system depending on the experiences and good practices of other countries	- The aggravated economic and the political, social situation
- facing challenges of the increase number of students	- Implementation of many training activities and from -several donors at the same time
- Availability of school buildings	- The presence of traditional leaders who are against change and do not have the desire to work in the education system
- Raise the percentage of repetition of students to allow for better education of good students	- The increase of population density
	- No direct communicate with school principals
	- Curricula development and the need to put principals of pass and fail of students.

Brief summary / analysis of survey replies:

According to all answers in the format prepared it was not clear for the groups what was the main Strengths / Good Practices for empowering MoE as partners in the development processes in Jordan, as some of the answers were concentrating about how can they face the challenges, while many of the answers were left blank .

The answers for the main challenges were mainly concentrated about the financial challenges that the MoE is facing and that the need for the EU support to face these challenges.

Which concrete suggestions do you have for further strengthening of EU support to MoE as partners in the development of the Education in Jordan?

Comments

Training courses in the areas of management and ICT of education
Staff training within programs aiming for sustainable human development, raising the readiness of the ministry
Additional financial support for the ministry to complete the shortage of school buildings, laboratories and playgrounds and school gardens
Develop enhanced educational cultural programs exchange experiences between the EU and Jordan
Provide schools with indicators showing EU project's objectives and focusing on the difficulties that are faced by the field constantly
The necessity to have a change in the top administrative leadership to be more efficient with actual education experience
Continue in delegation of authorities' to school principals and enable them for more practice
Improve learning environment to be enriched with technology updated
Support should be direct and straight forward to schools, and train school administrations on how to utilize this support positively
Curriculum development is one of the essential requirements and the need to put principals of pass and fail of students.
Promotion of good practices and dissemination of success stories
Using technology at schools, in teaching method and learning textbooks, in the evaluation process, in Vocational education development and the in school leadership.

Brief summary / analysis of survey replies:

Most of the answers were mainly concentrated on the necessity of having quality training for capacity building, mainly to teacher training also the EU support should be directed and managed by the Education field directors/ and or school principals, and most of them are not aware of the EU support to the Education system

Any other observations, remarks or suggestions

Comments

There is a significant positive change that improves the performance of school with the community with the institutions and ministries support that empowers and train of school administrators This questionnaire is a proof for the cooperation of decision-makers with the field to take actions according to the feedback to improve the training and performance for all involved parties.
More authorities and responsibilities should be delegated to the school principal
Permanent Long life development process for the education system

8 List of consulted documents

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8.2 Summary tables of PPCM and other crucial documents on the key EU interventions at the basis of the evaluation assessment

Annex 8.2.1:	DOC-2 Summary Table of PPCM and other Crucial Documents for the 43 EU Interventions / Financing Decisions Benefitting the HK of Jordan Available to and Still Looked for by the CLE Team in relation to the CLE Evaluation Questions (interventions sorted by decision number).....	237
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Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan (2007-2013)
- Country Level Evaluation -

Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan
Country Level Evaluation 2007 - 2013

Annex 8.2.1

Table DOC-2 : Summary Table of PPCM and other Crucial Documents for the 43 EU Interventions / Financing Decisions Benefiting the HK of Jordan Available to and Still Looked for by the CLE Team in relation to the CLE Evaluation Questions (interventions sorted by decision number)

For further explanations pls. refer to the notes at the bottom of this table.

V.5 - 30 June 2014

EU Financing Decisions / Interventions Benefiting Jordan							Main Related CLE Sectoral Evaluation Questions		List of Key Intervention Cycle Management Documents and Other Crucial Documents Available and Downloaded from CRIS, Clustered by PCM Phase / Main Type ⁽³⁾																																													
Table Seq. No	Decision year	Decision N° (Short) (1)	Status (2)	Title	Allocated (in EUR)	DAC Sector Code	Prime EQs	Secondary EQs	0. CRIS Fiche	1. Identification Phase - QSG-1 Docs				2. Formulation and Approval Phase Documents						3. Implementaton Phase Documents				4. External Monitoring and Evaluation Documents						Total Number of Documents Still Looked for per Intervention	Total Number of Types of Documents Available per Intervention																							
										1.1 Identif-ication Fiche	1.2 Checklist QSG-1	1.3 Minutes QSG-1 Meetings	1.4 Other	2.1 Action Fiche	2.2 Checklist QSG-2	2.3 Minutes QSG-2 Meetings	2.4 Financing / Other Agreement	2.5 TAPs / Description Action	2.6 Logical Framework	2.7 Overall Budget	2.8 Global Work Plan	2.9 Agreement Amendments	2.10 Other	3.1 Inception Report	3.2 Annual Work Plans	3.3 Progress Reports	3.4 Financial Reports	3.5 Researches / Studies	3.6 Other			4.1 ROM Reports	4.2 Mid-Term Evaluations	4.3 Ongoing Evaluations	4.4 Final Evaluations	4.5 Ex-post Impact Evaluations	4.6 Internal Audit Reports	4.7 External Audit Reports	4.8 Other															
1	2001	3311	CL	Support for Regulatory Reform and Privatisation (SRRP)-	19,426,698	25020		EQ-6		1	X	X	X	X	X					1	1											9	6												7	8								
2	2004	6087	EC	Al Meyah - Supporting Management of water resources in Jordan	5,000,000	14010		EQ-9		1								1	1	1													1	4					1									1	9					
3	2005	17260	EC	Support to Human Rights and Good Governance	3,000,000	15160		EQ-3		1					X		X	1	1	1			2	1											2	X												5	7					
4	2005	17549	CL	Support to the Implementation of the Association Agreement - SAAP II	14,663,591	33110		EQ-6	EQ-7	1	X	X	X		1		X		1	1	X			2	1	X	2	4	2		1	3														1	6	12						
5	2007	19213	EC	Services Modernisation Programme (SMP)	14,746,517	25010		EQ-6	EQ-7	1	1		1		1	1	1	2	1	1	1	1		3	X		1																				3	14						
6	2007	19214	EC	Support to the Public Finance Reform Programme	42,500,000	15111		EQ-4		1	1	1	1		1	1	1	1	1	1	1					X			X	X	X	X	X	X															7	12				
7	2007	19367	CL	Northern Border Clearance Project - NBCCP	4,499,491	15250		EQ-1	EQ-2	1											2																1	2											0	6				
8	2007	19517	CL	Special Measure to support Jordan education system given the large influx of Iraqi refugees.	26,480,000	11110		EQ-8	(EQ-1)	1																													2									4	7					
9	2008	19568	EC	Trade and Transport Facilitation Programme Jordan	33,000,000	33120		EQ-7	EQ-6	1	1	1	1		1	1	1		1	1	1																												2	15				
10	2008	19569	EC	Support to Justice Reform and Good Governance in Jordan	6,730,285	15130		EQ-3	EQ-4	1	1	1	1	1	1	1	1	1	1	1	1	1		2	1																									2	14			
11	2008	19570	EC	Support to Enterprise and Export Development	25,000,000	25010		EQ-7	EQ-6	1	1	1	1		1	1	1	1	1	1	1	1																														3	14	
12	2008	19571	EC	Support to the implementation of the Action Plan programme (SAPP)	9,309,060	43010		EQ-4	EQ-3	1	1	1	1		1	1	1	1	1	1	1																															5	13	
13	2008	20305	EC	Jordan - Water Loss Reduction in Zarqa	8,383,000	14020		EQ-9		1										1	1	1																													2	7		
14	2008	20367	EC	AAP2008-part II - Jordan	1,000,000	23064		EQ-2	EQ-9	1	X	X	X		1		X	1																																		7	4	
15	2009	20478	EC	Support to the implementation of the Action Plan programme II (SAPP II)	20,000,000	43010		EQ-4	EQ-3	1	1	1								2	3																														4	10		
16	2009	20479	EC	Capacity-Building in Wind Energy and Concentrating Solar Power (CSP) in Jordan	14,000,000	23030		EQ-9		1	1	1																																									2	14
17	2009	20480	EC	Support to the Employment and Technical Vocational Education and Training (ETVET) reform	35,000,000	11330		EQ-8		1	1	1																																								1	11	
18	2009	21219	EC	Building Development Capacities of Jordanian Municipalities	3,000,000	15112		EQ-4	EQ-3	1																																											0	15

Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan (2007-2013)
- Country Level Evaluation -

EU Financing Decisions / Interventions Benefitting Jordan							Main Related CLE Sectoral Evaluation Questions		List of Key Intervention Cycle Management Documents and Other Crucial Documents Available and Downloaded from CRIS, Clustered by PCM Phase / Main Type ⁽³⁾																													
Table Seq. No	Decision year	Decision N° (Short) (1)	Status (2)	Title	Allocated (in EUR)	DAC Sector Code	Prime EQs	Secondary EQs	0. CRIS Fiche																				Total Number of Documents Still Looked for per Intervention	Total Number of Types of Documents Available per Intervention								
									1. Identification Phase - QSG-1 Docs				2. Formulation and Approval Phase Documents								3. Implementation Phase Documents				4. External Monitoring and Evaluation Documents													
								1.1 Identification Fiche	1.2 Checklist QSG-1	1.3 Minutes QSG-1 Meetings	1.4 Other	2.1 Action Fiche	2.2 Checklist QSG-2	2.3 Minutes QSG-2 Meetings	2.4 Financing / Other Agreement	2.5 TAPs / Description Action	2.6 Logical Framework	2.7 Overall Budget	2.8 Global Work Plan	2.9 Agreement Amendments	2.10 Other	3.1 Inception Report	3.2 Annual Work Plans	3.3 Progress Reports	3.4 Financial Reports	3.5 Researches / Studies	3.6 Other	4.1 ROM Reports	4.2 Mid-Term Evaluations	4.3 Ongoing Evaluations	4.4 Final Evaluations	4.5 Ex-post Impact Evaluations	4.6 Internal Audit Reports	4.7 External Audit Reports	4.8 Other			
19	2010	21928	EC	Improved Water Resources Security for Low Income Rural and Urban Communities	10,000,000	14010	EQ-9		1	1		1	1	1	1	1	1	1	3	2	1		5				1										0	14
20	2010	21930	EC	Promoting Local Economic Development in Jordan (PLEDJ)	5,000,000	15112	EQ-6	EQ-3 EQ-4	1	1	X	1	X	1	1	1					1	1	X		2	1		5	1	X		X					5	15
21	2010	21931	EC	Support to Democratic Governance	10,000,000	15112	EQ-4	EQ-3	1	1				1		1	1							1													0	8
22	2010	21932	EC	Support to the Public Financial Management Reform Programme	76,000,000	15111	EQ-4		1			1			1	1	1			2	1			4		X	X								1		2	9
23	2010	21933	PO	Support expansion and reinforcements for the modernisation of the services sector	0	33110	EQ-6	EQ-7	1																												0	1
24	2010	22629	EC	INSC 2010 part II - Jordan	1,200,000	23064	EQ-2	EQ-9	1			1			1	1					3	X		X	X												4	4
25	2011	22721	EC	Renewable Energy and Energy Efficiency Programme in Jordan	40,000,000	23030	EQ-9					1			1	1	1			1	3			X	2	3	1	2		7	1				1	12		
26	2011	22722	EC	EU Support to Second Phase of Education reform	63,000,000	11110	EQ-8					1			1	1				2	1		X	5			2		1		1				1	1	10	
27	2011	22723	EC	Support to the implementation of the Action Plan programme III (SAPP III)	13,000,000	15110	EQ-4	EQ-3	X						1							X		2												2	2	
28	2011	23204	EC	Support to Research, Technological Development and Innovation in Jordan – Phase II	5,000,000	43082	EQ-8								1	1	1			1																0	4	
29	2011	23205	EC	Reinforce and Expand the modernisation of the services sector in Jordan	15,000,000	32130	EQ-6	EQ-7	X	X	X	X	1	X	X	1	1	1					X		1			X									8	6
30	2012	23471	EG	Support to the justice reform in Jordan	30,000,000	15130	EQ-3	EQ-4	1			1			1	1	1	2				X														1	6	
31	2012	23533	EC	Support to the security sector in applying the rule of law	5,000,000	15210	EQ-2		1	1	X	X	1	1	X	1	1	1				3												2		3	9	
32	2012	23849	EG	Support to Civil Society and Media in Jordan	10,000,000	15153	EQ-3				X		1		X	1	1	1	1		1	X														3	6	
33	2012	24238	EC	Support to the justice sector in meeting the required criteria for sector budget support	3,000,000	15130	EQ-5	EQ-4	1	X			1			1	1				1	2			X		X	2	X	X						5	7	
34	2012	24290	EC	Support to the Electoral Process in Jordan	2,000,000	15151	EQ-3					1			1	1	1				3			X		X		2								2	6	
35	2012	24396	EC	Good Governance and Development Contract Jordan	40,000,000	51010	EQ-5	EQ-3				1			1	1	1							1	1		X	X								2	6	
36	2012	24425	EC	Support to the Education, mentoring and skills development for displaced Syrian in Jordan	15,008,000	11320	EQ-8	(EQ-1)				1					X		1							X		1	X							3	3	
37	2013	24477	PO	Support to Jordan Investment Framework Reform	0		EQ-7																													0	0	

Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan (2007-2013) - Country Level Evaluation -

EU Financing Decisions / Interventions Benefiting Jordan							List of Key Intervention Cycle Management Documents and Other Crucial Documents Available and Downloaded from CRIS, Clustered by PCM Phase / Main Type ⁽³⁾																																
Table Seq. No	Decision year	Decision N° (Short) (1)	Status (2)	Title	Allocated (in EUR)	DAC Sector Code	Main Related CLE Sectoral Evaluation Questions		0. CRIS Fiche	1. Identification Phase - QSG-1 Docs				2. Formulation and Approval Phase Documents							3. Implementation Phase Documents						4. External Monitoring and Evaluation Documents								Total Number of Documents Still Looked for per Intervention	Total Number of Types of Documents Available per Intervention			
							Prime EQs	Secondary EQs		1.1 Identification Fiche	1.2 Checklist QSG-1	1.3 Minutes QSG-1 Meetings	1.4 Other	2.1 Action Fiche	2.2 Checklist QSG-2	2.3 Minutes QSG-2 Meetings	2.4 Financing / Other Agreement	2.5 TAPs / Description Action	2.6 Logical Framework	2.7 Overall Budget	2.8 Global Work Plan	2.9 Agreement Amendments	2.10 Other	3.1 Inception Report	3.2 Annual Work Plans	3.3 Progress Reports	3.4 Financial Reports	3.5 Researches / Studies	3.6 Other	4.1 ROM Reports	4.2 Mid-Term Evaluations	4.3 Ongoing Evaluations	4.4 Final Evaluations	4.5 Ex-post Impact Evaluations			4.6 Internal Audit Reports	4.7 External Audit Reports	4.8 Other
38	2013	24481	EG	Promoting financial inclusion through improved governance and outreach of microfinance in Jordan	35,000,000	24040	EQ-6	EQ=4	1	1	1	1	1	1					7															0	9				
39	2012	24521	EG	Support Solid Waste Disposal Northern Governorates of Jordan	10,000,000	43040	EQ-9				X		1	X	2	1	1			X		1												3	5				
40	2012	24567	EC	Contribution to UNRWA for Improvement of Living Conditions of Vulnerable Palestine Refugees in Jerash Camp	2,000,000	73010	EQ-1					X	X	X	X	X					X		X										7	0					
41	2013	24775	EG	Support to the Action Plan Programme IV	12,000,000	15110	EQ-4	EQ-3					1	X		1						X		X									3	2					
42	2013	24784	EC	INSC 2013 Jordan (1 Action fiche)	2,000,000	23064	EQ-2	EQ-9		X		X	1	X						2	X		X	X									6	2					
43	2013	24927	DE	Development of Northern Jordan Programme (DNPJ)	5,400,000	32130	EQ-6			X	X	X	X	1	X	X	X	X	X												1		10	3					
Total Available Documents for All 43 Interventions / Financing Decisions by Type of Document					695,346,622	43	43	43	25	15	9	8	3	32	14	9	37	30	24	9	4	29	58	3	2	41	6	3	33	52	1	7	9	0	0	0	7	132	341
Total number of documents still looked for by the CLE Team for the different types of PPCM documents					0	8	6	10	5	3	2	14	2	4	3	1	0	0	0	18	1	13	7	7	3	6	9	1	7	0	0	1	1	132	-				

Notes:

58% 35% 21% 19% 7% 74% 33% 21% 86% 70% 56% 21% 9% 67% 135% 7% 5% 95% 14% 7% 77% 42% 2% 16% 21% 0% 0% 0% 16%

- (1) All Project/Programme Cycle Management (PPCM) and other crucial documents available with the CLE Evaluation Team as of now per 17 April 2014 for the 43 EU interventions / financing decisions benefiting Hko Jordan for our Country Level Evaluation are reflected in the below table with figures. This includes all documents downloaded from the EC CRIS database - document management system and to the additional documents from the EU Delegation made available to us by the Evaluation Unit on 04 December 2013. All these documents are uploaded on the CLE Jordan Folio Cloud e-repository, either in the respective Evaluation Questions directories (directories 11 to 19) or in the overall, common directory 23. The total figures of available types of documents per Financing Decision / Intervention are included under table column 30. The totals of available documents by type of document for all 43 Financing Decisions are under Excel row 61.
- (2) The documents which additionally became available during the Desk Phase as a result of the second CRIS search at the DEVCO Evaluation Unit in EC Head Office on 14 April 2014 are reflected in the below table in blue figures.
- (3) Indicated with a red "X" mark in the green cells concerned of the below table are the key Project / Programme Cycle Management (PPCM) documents of the interventions related to the respective Evaluation Questions which are still are looking for / are still needed to complete your Information Matrix (IM) in order to make an assessment of the Judgement Criteria and to prepare the (preliminary) answer of the Evaluation Questions during the next phases of the evaluation process (field and/or synthesis phases). The totals of key PPCM and other crucial documents still looked for by Financing Decision are reflected under table column 29. The totals of documents still looked for by type of key document for all 43 interventions are reflected on Excel row 62.

- (4) Column 6: Operational Status: CA = Cancelled, CL = Closed, DE = Decision, EC = Ongoing, EG = Committed, PO = Provisional
- (5) Downloading of documents from CRIS-DWH between 04 and 31 October 2013, with the original documents downloading status report table PA-2.2 as of 01 November 2013 further completed for the documents received from the EUJ on CD through the Evaluation Unit on 04 December 2013.

Guidelines / Explanations / Instructions:

- (1) All Project/Programme Cycle Management (PPCM) and other crucial documents available with the CLE Evaluation Team as of now per 17 April 2014 for the 43 EU interventions / financing decisions benefiting Hko Jordan for our Country Level Evaluation are reflected in the below table with figures. This includes all documents downloaded from the EC CRIS database - document management system and to the additional documents from the EU Delegation made available to us by the Evaluation Unit on 04 December 2013. All these documents are uploaded on the CLE Jordan Folio Cloud e-repository, either in the respective Evaluation Questions directories (directories 11 to 19) or in the overall, common directory 23. The total figures of available types of documents per Financing Decision / Intervention are included under table column 30. The totals of available documents by type of document for all 43 Financing Decisions are under Excel row 61.
- (2) The documents which additionally became available during the Desk Phase as a result of the second CRIS search at the DEVCO Evaluation Unit in EC Head Office on 14 April 2014 are reflected in the below table in blue figures.
- (3) Indicated with a red "X" mark in the green cells concerned of the below table are the key Project / Programme Cycle Management (PPCM) documents of the interventions related to the respective Evaluation Questions which are still are looking for / are still needed to complete your Information Matrix (IM) in order to make an assessment of the Judgement Criteria and to prepare the (preliminary) answer of the Evaluation Questions during the next phases of the evaluation process (field and/or synthesis phases). The totals of key PPCM and other crucial documents still looked for by Financing Decision are reflected under table column 29. The totals of documents still looked for by type of key document for all 43 interventions are reflected on Excel row 62.
- (4) The main related CLE (sectoral) Evaluation Questions for which the intervention is particularly relevant are included under column H (prime EQs) and column I (secondary EQs)
- (5) A detailed list of all documents additionally downloaded from CRIS on 14 April has been worked out and made available to the Evaluation Unit on 17 April. All these documents are uploaded on the Folio Cloud documents repository for direct access by the Evaluation Team (under common directory 23).
- (6) The documents which additionally became available during the Desk Phase as provided to the CLE Evaluation Team on CD on 26 May 2014 following special request after the 2nd CRIS search of 14 April 2014 are reflected in the below table in orange figures.

Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan (2007-2013)
 - Country Level Evaluation -

Annex 8.2.2

Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan
 Country Level Evaluation 2007 - 2013 : Portfolio Analysis

Table DOC-3.1 : Summary Table of Available and Still Looked For PCM and other Crucial Documents for the 10 EU Budget Support Contracts Benefitting the Hashemite Kingdom of Jordan under the 2007-2013 Country Level Evaluation (CLE)

For further explanations pls. refer to the notes at the bottom of this table.

V.4 - 17 April 2014

Selective CRIS Base Data on the Budget Support (BS) Contracts in the 2007-2013 Period														List of Key Budget Support Intervention Cycle Management Documents and Other Crucial Document Available and Downloaded from CRIS, Clustered by PCM Phase / Main Type ⁽⁵⁾																																						
Table Seq. Nº	Contract year	Contract number	Status ⁽²⁾	Contract title ⁽³⁾	Expiry date	EC signature date	Closing Date	Implementation starting date	Planned amount	Decision Number	DAC Code ⁽³⁾	Sector code ⁽³⁾	Final date for implementation (FDI)	0. CRIS Fiche	1. Identification Phase - QSG-1 Documents				2. Formulation and Approval Phase Documents										3. Implementation Phase Documents (related to both fixed tranches - FT - and variable tranches - FT - releases and other implementation documents)						4. External Monitoring and Evaluation Documents					Total Number of Documents Still Looked for per Intervention	Total Number of Types of Documents Available per Intervention											
														1.1 Identification Fiche	1.2 Checklist QSG-1	1.3 Minutes QSG-1 Meetings	1.4 Other	2.1 Action Fiche	2.2 Checklist QSG-2	2.3 Minutes QSG-2 Meetings	2.4 Financing / Other Agreement	2.5 TAPs / Description Action	2.6 Logical Framework	2.7 Overall Budget	2.8 Global Work Plan	2.9 Perform. Assess. Framework	2.10 Agreement Amendments	2.11 Other	3.1 Inception Report	3.2 FT Releases: Progress Reports	3.3 FT Releases: Financial Reports	3.4 FT Releases: Work Plans	3.5 FT Releases: Decision Docs	3.6 VT Releases: Progress Reports	3.7 VT Releases: Financial Reports	3.8 VT Releases: Work Plans	3.9 VT Releases: Decision Docs	3.10 PAF Updates	3.11 Final Report			3.12 Researches / Studies (incl. IMF & PEFA)	3.13 Other	4.1 ROM Reports	4.2 Mid-Term Review/ Evaluations	4.3 Ongoing Evaluations	4.4 Final Evaluations	4.5 Ex-post Impact Evaluations	4.6 Internal Audit Reports	4.7 External Audit Reports	4.8 Other	
BS-01	2007	143583 ?	Closed	Financial support to JUMP - ? <i>Private sector development</i>	18/01/08	17/12/07	22/06/08	18/12/07	1,790,000	3308	32130	SME development	31/12/11	1																								0	1													
BS-02	2007	147969	Closed	Support to Jordan's Education system to respond to the increasing educational needs of displaced Iraqi people	26/12/09	28/12/07	26/03/12	01/01/08	26,480,000	19517	11110	Education policy and administrative management	25/04/11	1	X	X	X	1	1	X	X	X	X	X	X	2	X	X	1	X	X			X	X	X	X	X	20	5												
BS-03	2008	172435	Closed	SPFRP tranche payments - <i>Public finance management</i>	15/12/12	08/12/08	19/08/13	16/12/08	39,017,857	19214	15111	Public finance management	30/06/14	1				1										6	4	4								0	7													
BS-04	2010	231917	Ongoing	Trade and Transport Facilitation Programme (TTF)	30/11/14	10/12/09		17/12/09	27,000,000	19568	33120	Trade facilitation	16/12/14	1				1	1																			0	5													
BS-05	2010	257782	Ongoing	Budget Support Component of Programme in Support to ETVET reforms	30/10/14	18/10/10		31/10/10	29,000,000	20480	11330	Vocational training	09/06/16	1	X	X	X	X	X	X	X	X	X	X	X	X	X							1	X	X			14	2												
BS-06	2010	259634	Ongoing	PFM 2010 Tranche Payments - <i>Public finance management</i>	21/12/14	20/12/10		21/12/10	44,000,000	21932	15111	Public finance management	21/12/15	1																								0	1													
BS-07	2011	282613	Ongoing	Budget Support component of the "Programme in support to the second phase of the education reform"	19/11/14	20/12/11		20/12/11	30,000,000	22722	11110	Education policy and administrative management	14/12/14	1	X	X	X	X	X	X	X	X	X	X										X	X	X			16	2												
BS-08	2011	282666	Closed	PFM 2010 2nd tranche payment - <i>Public finance management</i>	18/12/12	19/12/11	19/02/12	19/12/11	20,000,000	21932	15111	Public finance management	21/12/15	1				1																				0	2													
BS-09	2011	282833	Ongoing	Sector Budget Support component of the "Support to Renewable Energy and Energy Efficiency programme in Jordan"	19/12/15	16/12/11		20/12/11	29,000,000	22721	23030	Power generation / renewable sources	31/12/17	1				1	1																			0	3													
BS-10	2012	307856	Ongoing	Good Governance and Development Contract	21/09/14	22/11/12		22/11/12	39,700,000	24396	51010	General budget support	07/10/14	1				1	1																			0	4													
Total EC Contracts of "Budget Support" Sub-Nature Benefiting Jordan of Period 2007 - 2013 <i>(Contract sub-nature code Z02 - table column 12)</i>														10	0	0	0	0	0	0	0	5	5	0	0	0	0	0	0	0	0	2	6	4	0	13	0	0	0	0	0	1	0	0	0	0	0	0	0	50	53	
Total number of documents still looked for by the CLE Team for the different types of PPCM documents														0	0	0	3	0	3	0	3	2	2	3	0	3	3	1	0	3	3	1	1	2	3	0	1	0	1	1	1	0	2	3	2	1	1	0	1	0	50	-

Total All Contracts 499,549,502

Notes:

- (1) CRIS database Selection Criteria for Contracts : (i) " Zone benefitting from the action = JO ", and (ii) EC signature date \geq 01 January 2007.
With CRIS cut-off date = 04 October 2013 (Date of CRIS extraction). Downloading of CRIS-DWH documents in period 04 Oct - 01 Nov 2013

Sorting criteria of all Contracts:

- (1) 1st key / level = Contract type (= table column 10)
- (2) 2nd key / level = Nature of contract (= table column 11)
- (3) 3rd key / level = Sub-nature of contract (= table column 12)
- (4) 4th key / level = EC signature date (= table column 16)

Filter criteria : Contracts of sub-nature categories Budget Support (BS - column 12 sub-nature code Z02 - general and sector budget support - direct centralised management)

Sorting criteria of listing of Budget Support Interventions (Z02 Contracts Sub-nature):

- (1) Status (column 6)
- (2) Contract Year (column 3)
- (3) Contract Number (column 5)

- (2) Column 6: Operational Status: CA = Cancelled, CL = Closed, DE = Decision, EC = Ongoing, EG = Committed, PO = Provisional
- (3) Table cells excerpts in italics are added to the CRIS-DWH base data during the processing of these base data based on cross-referenced Financing Decisions and Contracting base data (see CLE master database table PA-M1.3)
- (4) Column 12 (hidden) : Sub-nature of contract - For the classification of codes see the special attached coding sheets (2nd and 3rd worksheets under this file) based on the CRIS-DWH coding sheets and manuals
- (5) Downloading of documents from CRIS-DWH between 04 and 31 October 2013, and 2nd round of CRIS search on 14 April 2014.

Guidelines / Explanations / Instructions:

- (1) All Project/Programme Cycle Management (PPCM) and other crucial documents available with the CLE Evaluation Team as of now per 17 April 2014 for the 10 (or 9 without 143583 JUMP ?) benefitting H/Ko Jordan for our Country Level Evaluation are reflected in the below table with figures.
This includes all documents downloaded from the EC CRIS database - document management system and to the additional documents from the EU Delegation made available to us by the Evaluation Unit on 04 December 2013. All these documents are uploaded on the CLE Jordan Folio Cloud e-repository, either in the respective Evaluation Questions directories (directories 11 to 19) or in the overall, common directory 23.
The total figures of available types of documents per Financing Decision / Intervention are included under table column 37. The totals of available documents by type of document for all 10 (or 9?) Budget Support interventions are under Excel row 26.
- (2) The documents which additionally became available during the Desk Phase as a result of the second CRIS search at the DEVCO Evaluation Unit in EC Head Office on 14 April 2014 are reflected in the below table in **blue** figures.
- (3) Indicated with a red **"X"** mark in the **green cells concerned** of the below table are the key Project / Programme Cycle Management (PPCM) documents of the interventions related to the respective Evaluation Questions **which are still are looking for / are still needed** to complete your Information Matrix (IM) in order to make an assessment of the Judgement Criteria and to prepare the (preliminary) answer of the Evaluation Questions during the next phases of the evaluation process (field and/or synthesis phases).
- (4) A detailed list of all documents additionally downloaded from CRIS on 14 April has been worked out and made available to the Evaluation Unit on 17 April. All these documents are uploaded on the Folio Cloud documents repository for direct access by the Evaluation Team (under common directory 23).
- (5) The documents which additionally became available during the Desk Phase as provided to the CLE Evaluation Team on CD on 26 May 2014 following special request after the 2nd CRIS search of 14 April 2014 are reflected in the below table in **orange** figures.

Notes:

- (1) CRIS database Selection Criteria for Contracts : (i) " Zone benefitting from the action = JO ", and (ii) EC signature date ≥ 01 January 2007.
With CRIS cut-off date = 04 October 2013 (Date of CRIS extraction). Downloading of CRIS-DWH documents in period 04 Oct - 01 Nov 2013

Sorting criteria of all Contracts:

- (1) 1st key / level = Contract type (= table column 10 = Excel sheet column L)
- (2) 2nd key / level = Nature of contract (= table column 11 = Excel sheet column M)
- (3) 3rd key / level = Sub-nature of contract (= table column 12 = Excel sheet column N)
- (4) 4th key / level = EC signature date (= table column 16 = Excel sheet column R)

Filter criteria : Contracts of sub-nature categories Programme Estimates (PE - column 12 sub-nature code Z01 - decentralised management e.g. for Association Agreement Action Plans and for Support to SMEs)

Sorting criteria of listing of Programme Estimates (Z01 Contracts Sub-nature):

- (1) Status (column 6)
- (2) Contract Year (column 3)
- (2) Contract Number (column 5)

- (2) Column 6: Operational Status: CA = Cancelled, CL = Closed, DE = Decision, EC = Ongoing, EG = Committed, PO = Provisional
- (3) Table cells excerpts in italics are added to the CRIS-DWH base data during the processing of these base data based on cross-referenced Financing Decisions and Contracting base data (see CLE master database table PA-M1.3)
- (4) Column 12 (hidden) : Sub-nature of contract - For the classification of codes see the special attached coding sheets (2nd and 3rd worksheets under this file) based on the CRIS-DWH coding sheets and manuals
- (5) Downloading of documents from CRIS-DWH between 04 and 31 October 2013, with this downloading status report table PA-2.3 as of 01 November 2013

Further explanations:

- (1) All Project/Programme Cycle Management (PPCM) and other crucial documents available with the CLE Evaluation Team as of now per 17 April 2014 for the 22 (or 21 ?) Programme Estimates benefitting HKo Jordan for the current Country Level Evaluation are reflected in the above table with figures.
This includes all documents downloaded from the EC CRIS database - document management system up to this date and to the additional documents from the EU Delegation made available to us by the Evaluation Unit on 04 December 2013. All these documents are uploaded on the CLE Jordan Folio Cloud e-repository, either in the respective Evaluation Questions directories (directories 11 to 19) or in the overall, common directory 23.
The total figures of available types of documents per Financing Decision / Intervention are included under table column 31. The totals of available documents by type of document for all 10 (or 9?) Budget Support interventions are under Excel row 38.

A detailed list of all documents additionally downloaded from CRIS on 14 April has been worked out and made available to the Evaluation Unit on 17 April 2014. All these documents are uploaded on the Folio Cloud documents repository for direct access by the Evaluation Team (under common directory 23).
The documents which additionally became available during the Desk Phase as provided to the CLE Evaluation Team on CD on 26 May 2014 following special request after the 2nd CRIS search of 14 April 2014 are reflected in the below table in orange figures.

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Annex 8.2.4

Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan - Country Level Evaluation 2007-2013

Table EQ-3 IM-5 : Summary Table of Available PPCM and other Crucial Documents for the 13 EU Interventions / Financing Decisions Benefitting the HK of Jordan in relation to the CLE Evaluation Question EQ-3 on Good Governance

For further explanations pls. refer to the notes at the bottom of this table.

V.5 - 30 June 2014

EU Financing Decisions / Interventions Benefitting Jordan							Main Related CLE Sectoral Evaluation Questions		List of Key Intervention Cycle Management Documents and Other Crucial Documents Available and Downloaded from CRIS, Clustered by PCM Phase / Main Type ⁽³⁾																				Total Number of Documents Still Looked for per Intervention	Total Number of Types of Documents Available per Intervention											
Table Seq. No	Decision year	Decision N° (Short)	Status	Title	Allocated (in EUR)	DAC Sector Code	Prime EQs	Secondary EQs	0. CRIS Fiche		1. Identification Phase - QSG-1 Docs							2. Formulation and Approval Phase Documents						3. Implementation Phase Documents							4. External Monitoring and Evaluation Documents										
									1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9	2.10	3.1	3.2	3.3	3.4	3.5	3.6	4.1	4.2	4.3	4.4	4.5	4.6	4.7	4.8					
3	2005	17260	EC	Support to Human Rights and Good Governance	3,000,000	15160	EQ-3						X		X	1	1	1					2	1			X		X								5	7			
10	2008	19569	EC	Support to Justice Reform and Good Governance in Jordan	6,730,265	15130	EQ-3	EQ-4	1	1	1	1	1	1	1	1	1	1	1				2	1			X										5	X	2	14	
30	2012	23471	EG	Support to the justice reform in Jordan	30,000,000	15130	EQ-3	EQ-4		1				1			1	1	1	2					X													1	6		
32	2012	23849	EG	Support to Civil Society and Media in Jordan	10,000,000	15153	EQ-3					X		1		X	1	1	1		1																	3	6		
34	2012	24290	EC	Support to the Electoral Process in Jordan	2,000,000	15151	EQ-3							1			1	1	1							X		X			2							2	6		
12	2008	19571	EC	Support to the implementation of the Action Plan programme (SAPP)	9,309,060	43010	EQ-4	EQ-3	1	1	1	1	1	1	1	1	1						3			1	X	X	1	9	X	X	X				2	5	13		
15	2009	20478	EC	Support to the implementation of the Action Plan programme II (SAPP II)	20,000,000	43010	EQ-4	EQ-3	1	1	1			1	1		1						2	3			1		X	1	X	X					4	10			
18	2009	21219	EC	Building Development Capacities of Jordanian Municipalities	3,000,000	15112	EQ-4	EQ-3	1					1	1	1	1	1	1	1			2	1	1										1	2	0	15			
21	2010	21931	EC	Support to Democratic Governance	10,000,000	15112	EQ-4	EQ-3	1	1				1			1		1	1					1												0	8			
27	2011	22723	EC	Support to the implementation of the Action Plan programme III (SAPP III)	13,000,000	15110	EQ-4	EQ-3		X							1									X		2									2	2			
31	2012	23533	EC	Support to the security sector in applying the rule of law	5,000,000	15210	EQ-2	EQ-3		1	1	X	X	1	1	X	1	1	1						3											2	3	9			
35	2012	24396	EC	Good Governance and Development Contract Jordan	40,000,000	51010	EQ-5	EQ-3						1			1	1	1								1	1		X	X						2	6			
41	2013	24775	EG	Support to the Action Plan Programme IV	12,000,000	15110	EQ-4	EQ-3						1		X		1								X		X									3	2			
20	2010	21930	EC	Promoting Local Economic Development in Jordan(PLEDJ)	5,000,000	15112	EQ-6	EQ-3 EQ-4	1	1	X	1	X	1	1	2	1	1	1				1	1	X		2	1		5	1	X		X			5	15			
Total Available Documents for All 14 Interventions / Financing Decisions by Type of Document					169,039,325	14	14	14	7	7	4	3	1	12	6	5	13	10	10	4	1	9	18	1	0	11	2	0	8	21	0	0	1	0	0	0	4	37	119		
<i>In Percent of the 14 PDs related to EQ-3 (primary or secondary related)</i>									50%	50%	29%	21%	-	86%	43%	36%	93%	71%	71%	29%	7%	64%	-	7%	0%	79%	14%	0%	-	-	0%	0%	7%	0%	0%	0%	29%	-	-		
Total number of documents still looked for by the CLE Team for the different types of PPCM documents									0	1	1	2	2	1	0	4	0	0	0	0	0	0	0	0	0	5	0	4	1	4	1	2	5	1	3	0	0	0	0	37	-

Notes:

- (1) - CRIS database selection criterion for Financing Decisions: " Zone benefitting from the action = JO ".
- Cut-off date = 04 October 2013 (Date of CRIS Downloading). Listing of CRIS downloaded documents on 01 November 2013
- The selection of Key Interventions / Financing Decisions includes all 39 Financing Decisions from 01 Jan 2007 onwards and 4 Financing Decisions (No's 3311, 6087, 17549 and 17260) from before 2007 with substantive contract awarding still in the 2007-2013 period (see above column 5 and table PA-2.1 for more details and the full list of FDs).
- (2) Column 6: Operational Status: CA = Cancelled, CL = Closed, DE = Decision, EC = Ongoing, EG = Committed, PO = Provisional
- (3) Downloading of documents from CRIS-DWH between 04 and 31 October 2013, with the original documents downloading status report table PA-2.2 as of 01 November 2013 further completed for the documents received from the EUD on CD through the Evaluation Unit on 04 December 2013.

Guidelines / Explanations / Instructions:

- (1) All Project/Programme Cycle Management (PPCM) and other crucial documents available with the CLE Evaluation Team as of now per 17 April 2014 for the 43 EU interventions / financing decisions benefitting HKo Jordan for our Country Level Evaluation are reflected in the below table with figures.
This includes all documents downloaded from the EC CRIS database - document management system and to the additional documents from the EU Delegation made available to us by the Evaluation Unit on 04 December 2013. All these documents are uploaded on the CLE Jordan Folio Cloud e-repository, either in the respective Evaluation Questions directories (directories 11 to 19) or in the overall, common directory 23.
The total figures of available types of documents per Financing Decision / Intervention are included under table column 30. The totals of available documents by type of document for all 43 Financing Decisions are under Excel row 61.
- (2) The documents which additionally became available during the Desk Phase as a result of the second CRIS search at the DEVCO Evaluation Unit in EC Head Office on 14 April 2014 are reflected in the below table in **blue** figures.
- (3) Indicated with a red "**X**" mark in the green cells concerned of the below table are the key Project / Programme Cycle Management (PPCM) documents of the interventions related to the respective Evaluation Questions which are still are looking for / are still needed to complete your Information Matrix (IM) in order to make an assessment of the Judgement Criteria and to prepare the (preliminary) answer of the Evaluation Questions during the next phases of the evaluation process (field and/or synthesis phases).
The totals of key PPCM and other crucial documents still looked for by Financing Decision are reflected under table column 29. The totals of documents still looked for by type of key document for all 43 interventions are reflected on Excel row 62.
- (4) The main related CLE (sectoral) Evaluation Questions for which the intervention is particularly relevant are included under column H (prime EQs) and column I (secondary EQs)
- (5) A detailed list of all documents additionally downloaded from CRIS on 14 April has been worked out and made available to the Evaluation Unit on 17 April. All these documents are uploaded on the Folio Cloud documents repository for direct access by the Evaluation Team (under common directory 23).
- (6) The documents which additionally became available during the Desk Phase as provided to the CLE Evaluation Team on CD on 26 May 2014 following special request after the 2nd CRIS search of 14 April 2014 are reflected in the below table in **orange** figures.

9 In Country Seminar in Amman

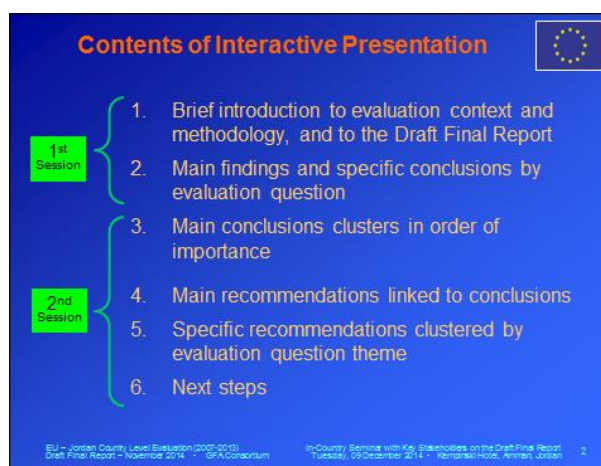
9.1 In-country dissemination seminar in Jordan of 09 December 2014

Below are the two slide presentations which have been presented during the In-Country Dissemination Seminar in Jordan of 09 December 2014 to discuss the Draft Final Report with the key Jordanian stakeholders. The first presentation is on the main findings and conclusions of the evaluation. The presentation for the second discussion session is on the clustered conclusions and recommendations.

Presentation Part I: Main findings and conclusions

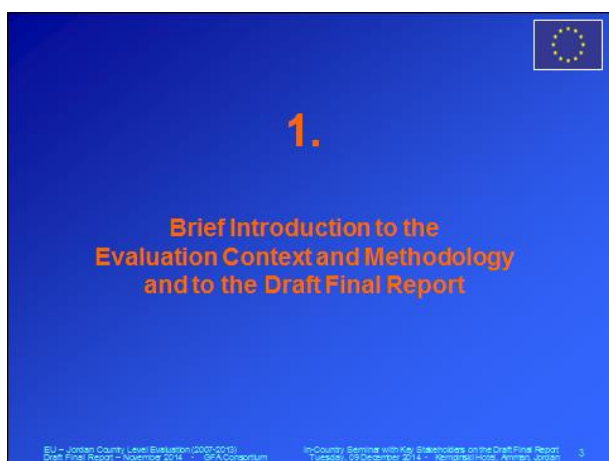


The slide features the Jordanian and European Union flags at the top. The text reads: "EU-Jordan Country Level Evaluation (2007-2013)", "In-Country Seminar on the Draft Final Report", "PART I: Main Findings and Conclusions", and "Tuesday, 09 December 2014 - 09:15-14:00 hours Kempinski Hotel, Amman, Jordan". Logos for GFA Consulting Group, Euréval, see, and SIPU are at the bottom.

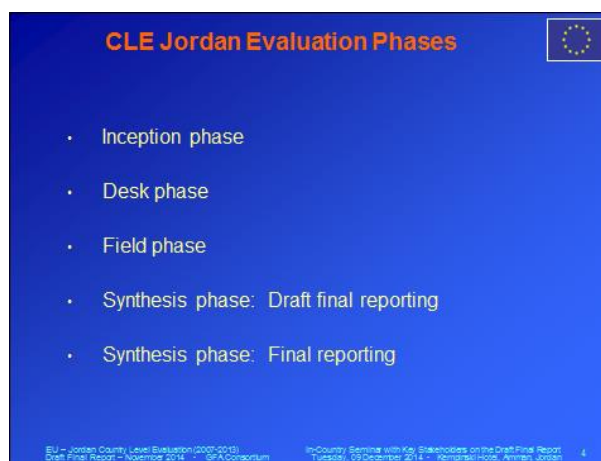


The slide is titled "Contents of Interactive Presentation" and lists six items. The first session covers items 1 and 2, while the second session covers items 3 through 6.

1. Brief introduction to evaluation context and methodology, and to the Draft Final Report
2. Main findings and specific conclusions by evaluation question
3. Main conclusions clusters in order of importance
4. Main recommendations linked to conclusions
5. Specific recommendations clustered by evaluation question theme
6. Next steps

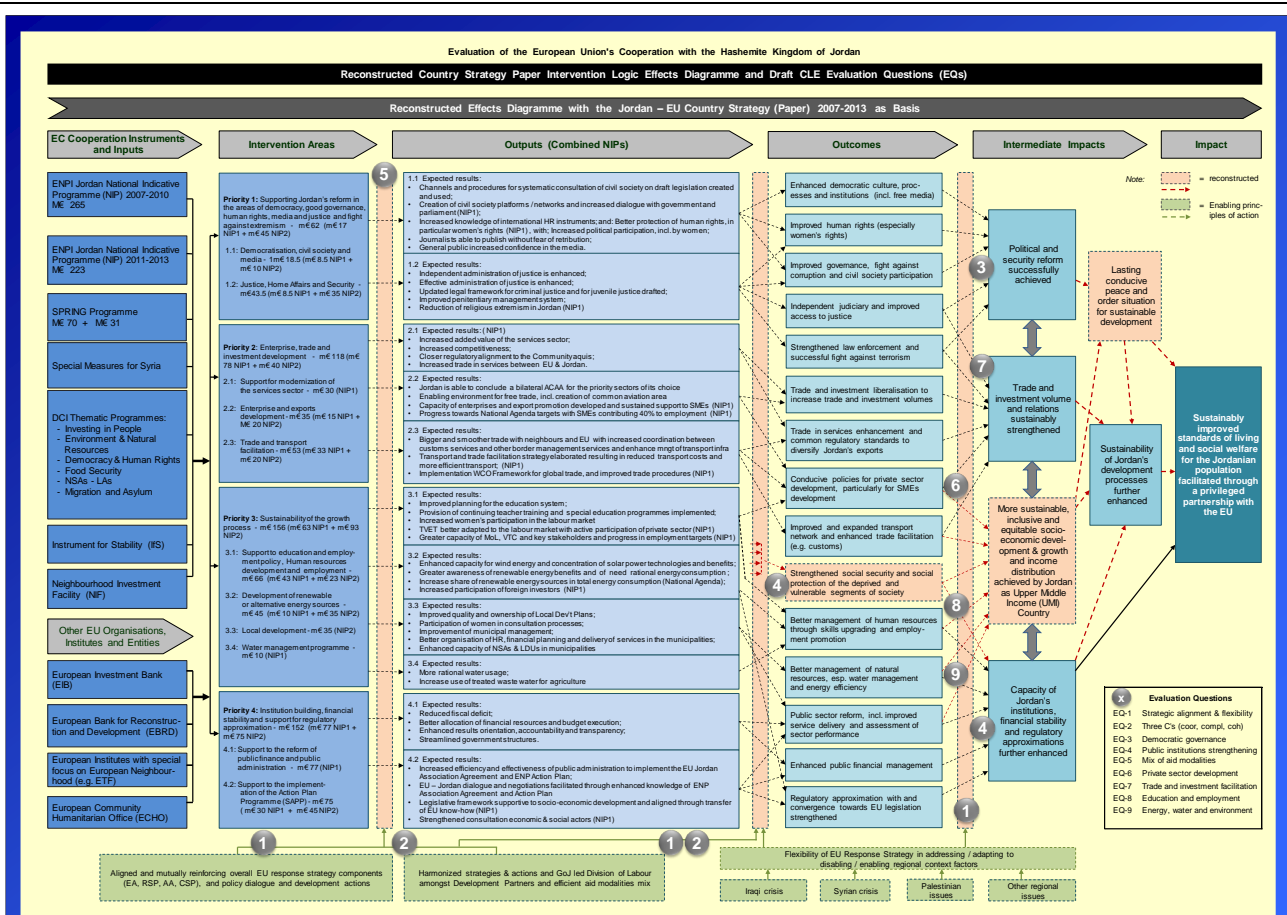


The slide is titled "1. Brief introduction to the Evaluation Context and Methodology and to the Draft Final Report". It includes a small EU flag in the top right corner and footer text: "EU - Jordan Country Level Evaluation (2007-2013) Draft Final Report - November 2014 - GFA Consortium" and "In-Country Seminar with Key Stakeholders on the Draft Final Report Tuesday, 09 December 2014 - Kempinski Hotel, Amman, Jordan".



The slide is titled "CLE Jordan Evaluation Phases" and lists five phases: Inception phase, Desk phase, Field phase, Synthesis phase: Draft final reporting, and Synthesis phase: Final reporting. It includes a small EU flag in the top right corner and footer text: "EU - Jordan Country Level Evaluation (2007-2013) Draft Final Report - November 2014 - GFA Consortium" and "In-Country Seminar with Key Stakeholders on the Draft Final Report Tuesday, 09 December 2014 - Kempinski Hotel, Amman, Jordan".

Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan (2007-2013) - Country Level Evaluation -



EU - Jordan Country Level Evaluation (2007-2013) Draft Final Report - November 2014 - GFA Consortium

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Evaluation Questions and EQ-JC-KPIs Matrices

Evaluation Question (EQ)			Primary and Secondary Related DAC / EU Evaluation Criterion(a) ⁽²⁾	Number of Judgement Criteria (JCs) and Key Performance Indicators (KPIs) ⁽³⁾	
Code	Short Title	Full Question		Number of JCs	Number of KPIs
EQ-1	Strategic alignment and flexibility	How well has the EU response strategy been aligned over time with the development objectives and priorities of the Government of Jordan and shown responsiveness in flexibly adapting to changes in the broader regional context affecting Jordan?	Relevance Impact, Sustainability	5	20
EQ-2	Coordination, Complementarity and Coherence	To what extent is the EU-Jordan cooperation well-coordinated with and complementary to the actions of EU Member States and other EU Institutions, and to those of other Development Partners, and coherent with other EU policies?	3 C's, Value added Sustainability, Efficiency	5	20
EQ-3	Democratic governance	To what extent has the EU-Jordan cooperation been successful in bringing about enhanced democratic governance? ⁽⁴⁾	Effectiveness Impact, Added Value, Efficiency	6	29
EQ-4	Public institutions strengthening	To what extent has the EU support contributed to institutional reform and capacity strengthening of Jordan public institutions, including management of public resources, for enhanced delivery of public services to the citizens?	Effectiveness Impact, Sustainability	7	31
EQ-5	Aid modalities mix and efficiency	To what extent has the EU aid modalities mix been appropriate for the national context and the EU development strategy in efficiently bringing about the targeted reform and development results? ⁽⁵⁾	Efficiency Effectiveness, Impact	6	28

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Evaluation Questions and EQ-JC-KPIs Matrices



Evaluation Question (EQ)			Primary and Secondary Related DAC / EU Evaluation Criterion(a) ⁽²⁾	Number of Judgement Criteria (JCs) and Indicators (KPIs) ⁽³⁾	
Code	Short Title	Full Question		Number of JCs	Number of KPIs
EQ-6	Sustainable private sector development	To what extent has EU's support in the area of private sector development (PSD) contributed to the process of sustainable and value added modernisation of the Jordan economy and to more sustainable, inclusive and equitable economic growth?	Effectiveness Relevance, Sustainability, Value added, 3 C's	6	28
EQ-7	Trade, transport and investment facilitation	To what extent has EU's support in the area of trade, transport and investment facilitation contributed to improving the balance of trade and the investment relations between EU and Jordan?	Impact Effectiveness, Sustainability, Value added, 3 C's	5	20
EQ-8	Education and employment	To what extent has EU's support to Education Reform and to the Employment and Technical and Vocational Education and Training (E-TVET) sector contributed to enhanced education quality and to improved employment?	Impact Effectiveness, Relevance	6	30
EQ-9	Sustainable environment friendly energy and water solutions	How successful has the EU cooperation with Jordan been in contributing to the promotion of environment friendly, climate change mitigating and adapting, and sustainable solutions in the energy and water sectors?	Sustainability Effectiveness, Impact, Efficiency	7	33
Totals for the 9 Evaluations Questions				53	239

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Clustering of Evaluation Question Findings and Conclusions



- Cluster 1: Relevance and alignment (covering EQs 1 and 3)
- Cluster 2: Strategic pathways (covering EQs 2, 4 and 5), including:
 - i. Ownership and coordination;
 - ii. Cooperation components complementarity – policy dialogue and interventions, and;
 - iii. Aid modalities, efficiency and mainstreaming
- Cluster 3: Sectoral / thematic outcomes and impact, including cross-cutting issues and sustainability aspects (covering EQs 6, 7, 8 and 9)

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Data Collection Methods and Tools

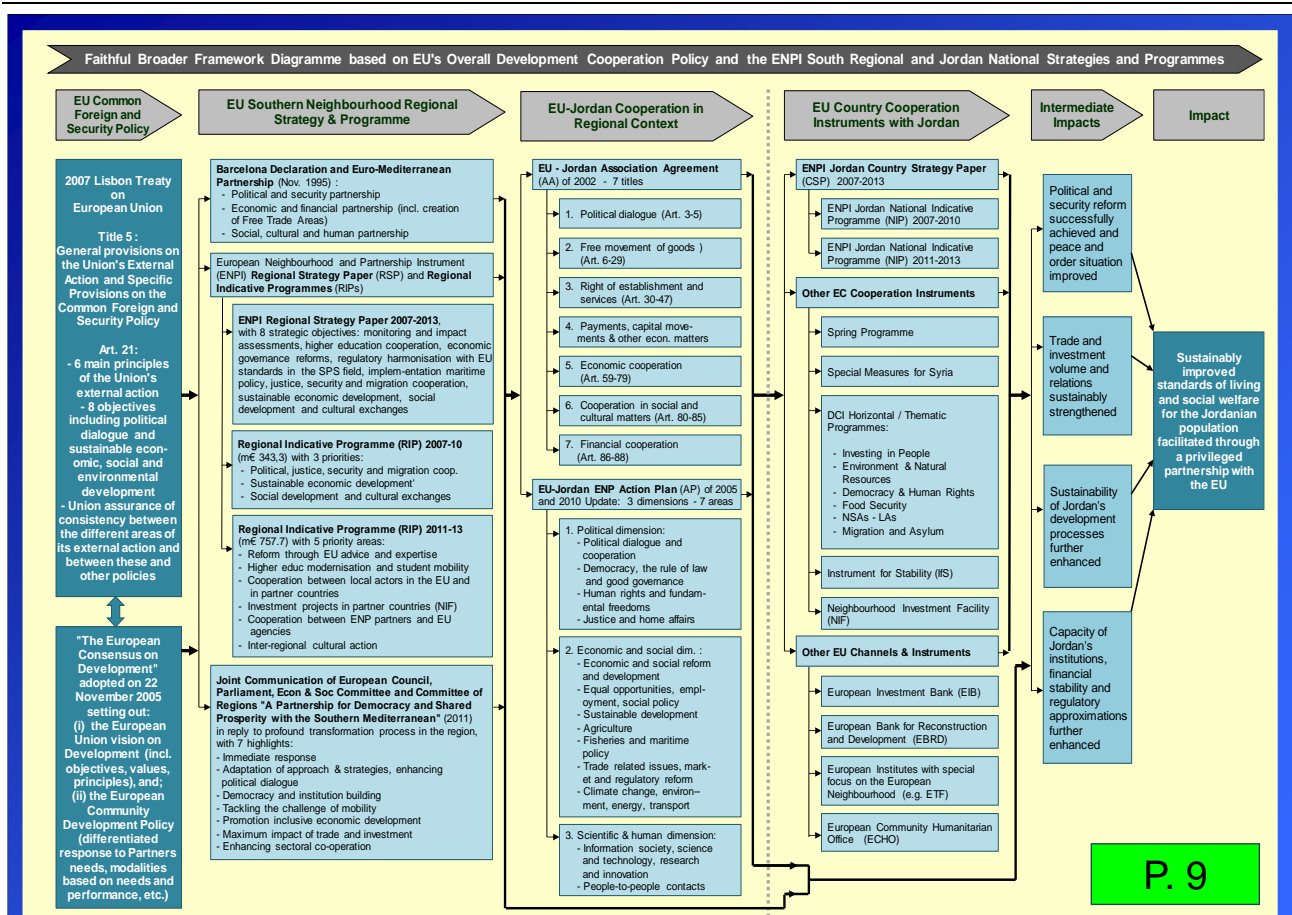


- About 650 consulted documents / references
- 185 interviewees in Jordan
 - > Government
 - > Civil Society
 - > Private Sector
 - > EU Member States and MS Agencies
 - > Other Development Partners (Multilateral – Bilateral)
- 4 focus group discussions
- 3 mini-surveys
- 2 field visits outside of Amman (Salt and Zarqa)
- Interviews EC Brussels (DEVCO, EEAS, other DGs) and EIB Luxemburg

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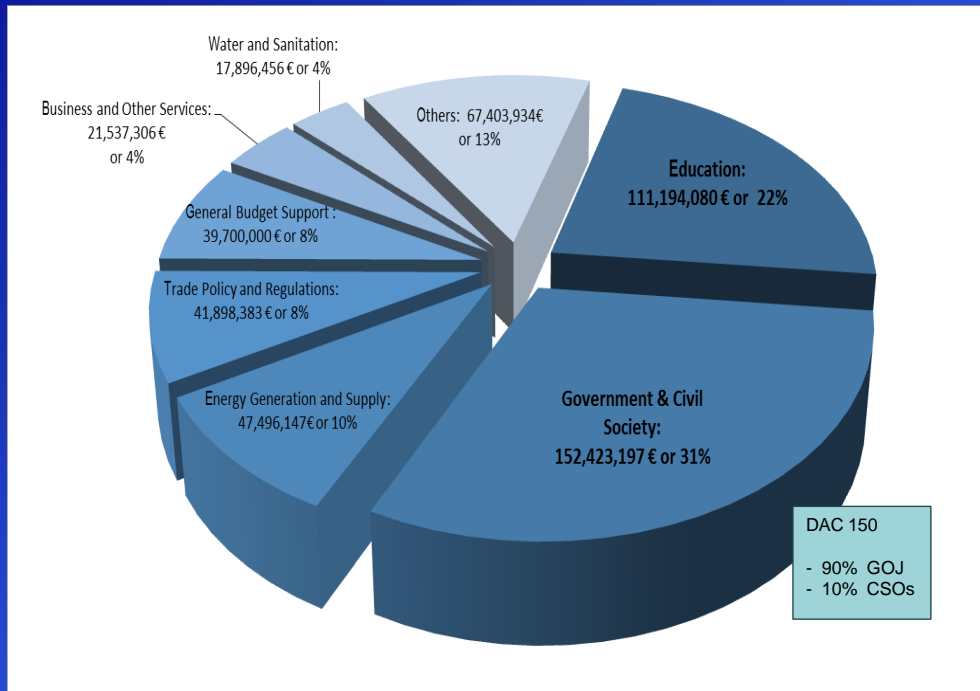


Implementation Planning and Execution of Interventions / Financing Decisions Benefitting the Hashemite Kingdom of Jordan in the CSP Period 2007-2013⁽¹⁾, by Sector

DAC Sector	Code	Title	Pre - CSP		NIP - 1 (2007-2010)					NIP - 2 (2011-2013)			Post - CSP	
			< 2007	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
110	Education			Education Iraqi refugees					Education and skill upgrading displaced Syrians					
									E-TVET and employment					
									Education reform - Phase II					
140	Water and sanitation			Water resources management					Water loss reduction in Zarqa					
									Water security for low income communities					
150	Government and civil society			Public finance management reform - 1					Public finance management reform - 2					
									Building development capacities of municipalities					
									Promotion local economic development					
									Decentralisation strategy					
									Justice reform and good governance					
									Support to justice sector to meet sector budget support criteria					
									Support to electoral processes					
									Human rights and good governance					
									Support to security sector for application rule of law					
									Nothern border clearance project - landmines					
230	Energy			Capacity building wind energy and solar power					Renewable energy and energy efficiency					
									AAP2008, INSC 2010 and INSC 2013 - Nuclear power					
250-321	Business and industry			Regulatory reform and privatisation					Services Modernisation Programme					
									Enterprise and export development					
331	Trade policy and regulations			Trade policy and administrative management					Trade and transport facilitation					
430	Multi-Sectoral ⁽²⁾ (SAPP - Support Implementation of Action Plan Programme)			Support to Implementation Action Plan Programme - SAPP I					Support to Implementation Action Plan Programme - SAPP II					
									Support Implementation Action Plan Programme - SAPP III					
430B2	Research and scientific institutions								Research, Technological Dev ^o & Innovation - Phase II					
510	General budget support								Good governance & Dev't Contract					
730	Reconstruction, relief and rehabilitation								Contribution UNRWA Palestine Refugees Jerash Camp					

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Distribution of Contracted Amounts by Thematic Area / Sector



2.

Main Findings and Specific Conclusions by Clustered Evaluation Questions

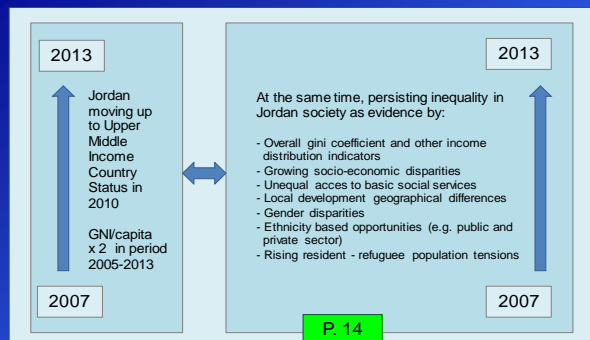
Main Findings and Conclusions EQ-1: Strategic alignment and flexibility

- EU response strategy well aligned with HKoJ Government development objectives and priorities
- Alignment less obvious at operational level on the ground (absence of outcome and impact data)
- Consistency regional and national components not evident
- Remarkable, widely lauded responsiveness in flexibly adapting to broader regional context and developments

Main Findings and Conclusions EQ-1: Strategic alignment and flexibility

- Responsiveness less evident regarding Jordan moving up to Upper Middle Income (UMI) country
- No evidence of strategy adaptation to more systematically tap into available national resources
- EU support to social dialogue, social security and social protection, but scattered
- Policy / political dialogue and development cooperation strategy components are consistent, timely, complementary and mutually reinforcing

Jordan moving up to Upper Middle Income country status



Main Findings and Conclusions EQ-2: Strategic alignment and flexibility

Selective Equity / Inequality indicators Jordan in the CSP Period (2007-2013)

Inequality Indicators - Jordan	NIP II Period (2007-2010)	
	2008	2010
Gini index	32.63	33.69
Income share held by highest 10%	41.48	42.33
Income share held by highest 20%	26.79	27.62
Income share held by lowest 10%	3.73	3.62
Income share held by lowest 20%	8.46	8.23
Income share held by fourth 20%	21.64	21.5

Source: The World Bank (2014), World Development Indicators
<http://data.worldbank.org/indicator#topic-11>

Definition UMI :
Upper Middle Income countries (2015 definition) GNI per capita between (\$4,126 and \$12,745)

Jordan GNI per capita	2005	2,490
	2009	3,900
	2013	4,950

Jordan moving from LMI in 2009 to UMI in 2010

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Main Findings and Conclusions EQ-2: Strategic alignment and flexibility

UNDP Indicator

	NIP II Period (2011-2013)	
	2010	2013
Human Development Index (HDI)	0.744	0.745
HDI rank		77
Inequality-adjusted HDI (IHDI)		0.607
Inequality-adjusted HDI (IHDI) loss in human development due to inequality in %		18.6%
Gender Inequality Index (GII)		0.488
GII rank		101

Source: UNDP (2014), Human Development Report 2014, HDI values and rank changes in the 2014 Human Development Report
http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/JOR.pdf

HDI: Life expectancy at birth, expected years of schooling, mean years of schooling
GII: Maternal mortality ratio, Adolescent birth rate, Female seats in Parliament (%)

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Main Findings and Conclusions EQ-2: Coordination, Complementarity and Coherence

- EU-Jordan cooperation well coordinated with and complementary to EU Member States, less so with EFIs
- Role played by external financing in Jordan is and has been quite significant
- Large presence of external grants / soft loans creating fiscal policy risk
- Importance given to Jordan by the International Community, but at same time external funding possibly affecting path towards self-reliance
- High requirements on good division of labour
- EU Code of Conduct on Division of Labour in Development Policy complied with (e.g. sectoral concentration)

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Main Findings and Conclusions EQ-2: Coordination, Complementarity and Coherence

Table 5 : Total grants and soft loans to Jordan by main Development Partners in the period 2007-2013 (in million USD)

Development Partner	Grants / Soft Loans (Million USD)	Percent of Total
GCC	3,678.17	35.36%
USA	3,424.42	32.92%
EU & MS	1,542.33	14.83%
WB	975.58	9.38%
UN	148.46	1.43%
Other	632.64	6.08%
Total	10,401.60	100.00%

Source: MDPI Website - download 07 Nov 2014

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Main Findings and Conclusions EQ-2: Coordination, Complementarity and Coherence

- Credible level of harmonized dialogue outcomes
- EU with Member States amongst largest donors → expectations on pro-activeness and leadership to maximize aid effectiveness
- Fragmentation in institutional responsibilities and issues of operational coordination → in some cases non-optimized donor assistance / interventions
- Policy dialogue often on operational aspects only
- CSOs strengthened with EU support, but marginal presence in decision making processes
- Parliament does not play an important role in dialogue around international cooperation

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Main Findings and Conclusions EQ-2: Coordination, Complementarity and Coherence

- Overall coherence of EU-Jordan cooperation strategy and programme with other EU sectoral / thematic policies and strategies
- EU IFIs accomplishments in the country, but complementarities and synergies in operations can be improved
- Substantial blending opportunities with EU IFIs (EIB and EBRD) and MS Agencies (e.g. KfW, AFD, etc.)

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Main Findings and Conclusions EQ-3: Democratic Governance

- Relatively successful in supporting democratic governance processes, but with major challenges and areas of common concern
- About quarter of EU support to political reform and democratic governance
- Strengthened EU-Jordan coordination and institutionalised dialogue mechanisms on democratic governance
- 7 of 13 laws debated in Parliament in June 2014 on democratic governance issues (BS benchmarks)

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Findings and Conclusions EQ-3 : Democratic Governance

Figure 6: Distribution of Contracted Amounts within the Government and Civil Society Sector

Category	Amount	Percentage
Public Finance Management	107,676,737	71%
Other Government & Civil Society	14,861,216	10%
Conflict prevention	3,998,134	3%
Legal & judicial development	7,038,115	4%
Decentralization Support to Sub-National Gov.	8,867,353	6%
Human Rights	9,981,645	6%

Source: CRIS and own analysis

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Main Findings and Conclusions EQ-3: Democratic Governance

- Positive achievements: Support to Constitutional Court, Ombudsman's Bureau, Anti-Corruption Commission, Independent Election Commission, etc.
- Challenges: Fight against corruption, human rights, women's rights, role civil society, amongst others
- EU lead in donors group on human rights and on justice reform
- Positive twinings, e.g. application of rule of law (gendarmierie)
- Association Law's restrictions affecting Civil Society Organisations (CSOs) participation in policy/political dialogue
- EU support to capacity strengthening of CSOs, but democratic space of CSOs shrinking

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Main Findings and Conclusions EQ-3: Democratic Governance

- Challenges regarding CSOs federation / apex building and grassroots anchoring (representative membership organisations)
- Institutionalisation of social dialogue between the economic NSAs
- Contribution to enhanced political participation and open and fair elections
- Challenges regarding underrepresentation and other reservations
- Substantial EU support to the reform of the judiciary system, with reform process gradually intensifying
- Gender equality remaining a challenging issue (Global Gender GAP Index, Women's quota in Parliament, Personal Status Law, reservations of the CEDAW)
- EU mainstreamed support to gender equality issues

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Main Findings and Conclusions EQ-4: Public Institutions Strengthening, incl. PFM

- Mixed results of EU support to institutional reform and capacity strengthening of Jordan public institutions
- Outcomes strongly depending on type of beneficiary institution
- Difficult to assess enhanced delivery of public services in view of lack / shortage of impact data on the ground
- Flexible ad hoc support to strengthen institutional and technical capacities at central levels
- Challenges: coordination platforms, procedures, performance planning, monitoring and reporting, a.o.

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Main Findings and Conclusions EQ-4: Public Institutions Strengthening, incl. PFM

- Alignment of national regulatory frameworks to those of the EU
- Evidence of effects on quality of service provision not systematically recorded, monitored or assessed
- Outcomes of support at decentralized level are less clear
- Two EU SBS programmes on Public Financial Management (PFM): Effects on reduction of country's fiscal deficit and improved financial management
- Number of challenges in relation to results-oriented budgeting (e.g. linking budgetary allocations to achievement of strategic policy objectives)
- SBS allocations covered approx. 18.5% of the total expenditures related to specific PFM reforms undertaken by institutions concerned

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Main Findings and Conclusions EQ-4: Public Institutions Strengthening, incl. PFM

- Sustained dialogue between IFIs and donors including EU on PFM issues in support of Government efforts to modernise PFM
- SBS financial transfers have increased fiscal space
- PFM support benefitted from coordination among donors and use of diverse aid modalities
- PFM supported Government in implementation of its reform strategy
- Trickle down to and empowerment of line ministries not confirmed
- Lack of holistic public sector reform strategy spearheaded by mandated GoHkoJ entity

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Main Findings and Conclusions EQ-5: Aid Modalities Mix & Efficiency, incl. Budget Support

- Use of a varying mix of aid modalities and of financing instruments
- Delayed implementation status as indication of level of addressing the complexity of the national and institutional context
- Risks / governance considerations at design stage but often not at implementation stage (no risk mitigation)
- Actual aid modalities complementarity depending on maturity of the sector / thematic area
- Performance in respect of contracting and payment ratios exceeding targets
- No hard data on predictability of payments

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Main Findings and Conclusions EQ-5: Aid Modalities Mix & Efficiency, incl. Budget Support

Figure 7: Contracted amounts per aid modality

Aid Modality	Amount	Percentage
SBS	244,497,857	49%
GBS	39,700,000	8%
PE	52,186,469	10%
project approach	163,165,176	33%

Source: CRIS and own analysis

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Main Findings and Conclusions EQ-5: Aid Modalities Mix & Efficiency, incl. Budget Support

- Challenges regarding government-led structured frameworks for improved policy dialogue and for coordinated provision of TA & capacity building
- Evidence of enhanced dialogue among donors and with counterparts, but not government led
- Evidence of increased linkages of EU-GoJ dialogue at programme implementation level and ENP subcommittee dialogue, but ad hoc only
- Relative ignorance of EU aid modalities amongst stakeholders

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**Main Findings and Conclusions EQ- 5 :
Aid Modalities Mix & Efficiency, incl. Budget Support**

- M&E systems and capacities within GoJ are lagging behind and no evidence of consistent or systematic programmes monitoring
- Performance of SBS good in "mature" sectors (particularly education, and also PFM)
- In E-TVET, TTF (Trade and Transport Facility) and energy sectors complex institutional architecture and lower levels of ownership
- Ongoing TA support to Justice sector to make it eligible for Budget Support

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**Main Findings and Conclusions EQ-6:
Sustainable Private Sector Development**

- Private Sector Development (PSD) continued to be a priority in EU-Jordan relations
- Strong externalities (social benefits, employment, etc.) are rationale for further specific EU support to PSD
- EU support to SMEs affected by overall PSD policy and strategy issues and capacity issues
- Partial contribution of EU support to bring about needed PSD reforms
- Role of industrial policies not clearly defined. Same for regulatory and institutional frameworks
- Moderate levels of early-stage entrepreneurial activity → need to boost entrepreneurial spirit

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**Main Findings and Conclusions EQ-6:
Sustainable Private Sector Development**

- No records of introduction of entrepreneurship in TVET curricula
- Direct grant support to SMEs only effective when very well focused, defined and with widely announced objectives
- No other forms of financial support in conformity with market principles have been preliminarily tested for possible roll-out / wide scale introduction
- Data on number and type of SME beneficiaries of EU support not collected on a systematic basis → need for more focused impact assessments

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**Main Findings and Conclusions EQ-6:
Sustainable Private Sector Development**

- Recent evaluation of EU supported PSD programme: increase in employment as most tangible result
- Other ongoing experiences with market conform financial support to SMEs point a higher efficiency and effectiveness
- Cross-cutting issues in PSD programmes marginal attention, except for gender equity
- Scarce or no attention to environmental issues
- Full preparation cycle of PSD interventions in less than 50% of the cases
- PPP law / regulatory framework now attended to and actual PPPs being developed further

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**Main Findings and Conclusions EQ- 7 :
Trade, Transport and Investment Facilitation**

- Foreign Direct Investments (FDI) show dynamism since late 1990, but largely directed to privatized public entities, no new wealth-generating companies
- Mostly portfolio and real estate investments originating from countries in the region
- New Investment Council gearing up as lead for FDI
- Transport (11% of GDP) as priority of EU bilateral and regional strategies
- TTF Budget Support programme : Expected major regional impact but suffered from too lean preparation and institutional weaknesses, and lack of ownership by the MoT

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**Main Findings and Conclusions EQ- 8 :
Education and Employment**

- EU responsive to both education sector and E-TVET sector
- EU support contributed to significant progress in the achievement of education sector goals
- Budget support as distinctive style of funding modality
- Contribution to improved quality of Jordan education is noticeable
- Teachers social standing and career perspectives not adequately addressed
- Many stakeholders and players in E-TVET sector, but no clear leadership
- Missing proactive involvement of tripartite private sector partners

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**Main Findings and Conclusions EQ- 8 :
Education and Employment**


- Insufficient quality of indicators selection and target setting for the education and E-TVET sectors
- Complex governance and institutional framework affecting reform and programme performance
- NES unit as additional institutional layer
- Increased employability and job creation for youngsters, women and vulnerable groups remains a most critical issue to be addressed

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**Main Findings and Conclusions EQ- 8 :
Education and Employment**


- Social protection and security issues are indirectly or directly covered by the E-TVET EU budget support programme
- Major achievements regarding further expansion of social security system, with substantive challenges ahead to enhance inclusiveness and reach
- Ample opportunities for strengthened EU-Jordan collaboration
- Widening divide between those within the system and those outside of it → issues of inequality and social exclusion

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**Main Findings and Conclusions EQ-9 :
Environment Friendly Energy & Water Solutions** 


- EU support relatively successful in preparing grounds for environment friendly and sustainable solutions in the energy and water sectors
- EU support has not taken full advantage of by the stakeholders
- This has negatively affected the actual delivery of the desired results
- Positive contributions to regulatory and institutional reforms and to capacity building in energy and water sectors
- Less evident regarding sustainable, environment friendly solutions

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**Main Findings and Conclusions EQ-9 :
Environment Friendly Energy & Water Solutions** 

- In **energy** sector, support mainly to renewable energy and energy efficiency
- Achievements regarding public awareness raising
- Current indicators are too general and no results oriented performance planning and M&E system in place
- Reforms and capacity building support mainly restricted to government and affiliated institutions
- Institutional set-up issues of the Ministry of Energy and Mineral Resources
- Local private sector organisations largely ignored



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**Main Findings and Conclusions EQ-9 :
Environment Friendly Energy & Water Solutions** 

- EU contribution to the **water** sector has been rather modest (DoL)
- Positive achievements regarding increased public awareness raising and contribution to regulatory and institutional reforms, but substantive challenges still regarding the latter aspects
- Strong appreciation of TA and project based interventions, and difficulties in fully benefiting from Sector Budget Support
- Focus of EU support to **environment** thematic area mainly related to legal and regulatory framework.
- Challenges regarding institutional, strategic and programmatic coordination
- Climate mitigation and adaptation not systematically covered

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Presentation Part II: Clustered Findings and Recommendations







EU-Jordan Country Level Evaluation (2007-2013)

In-Country Seminar on the Draft Final Report

PART II: Clustered Conclusions and Recommendations

Tuesday, 09 December 2014 – 09:15–14:00 hours
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Contents of Interactive Presentation

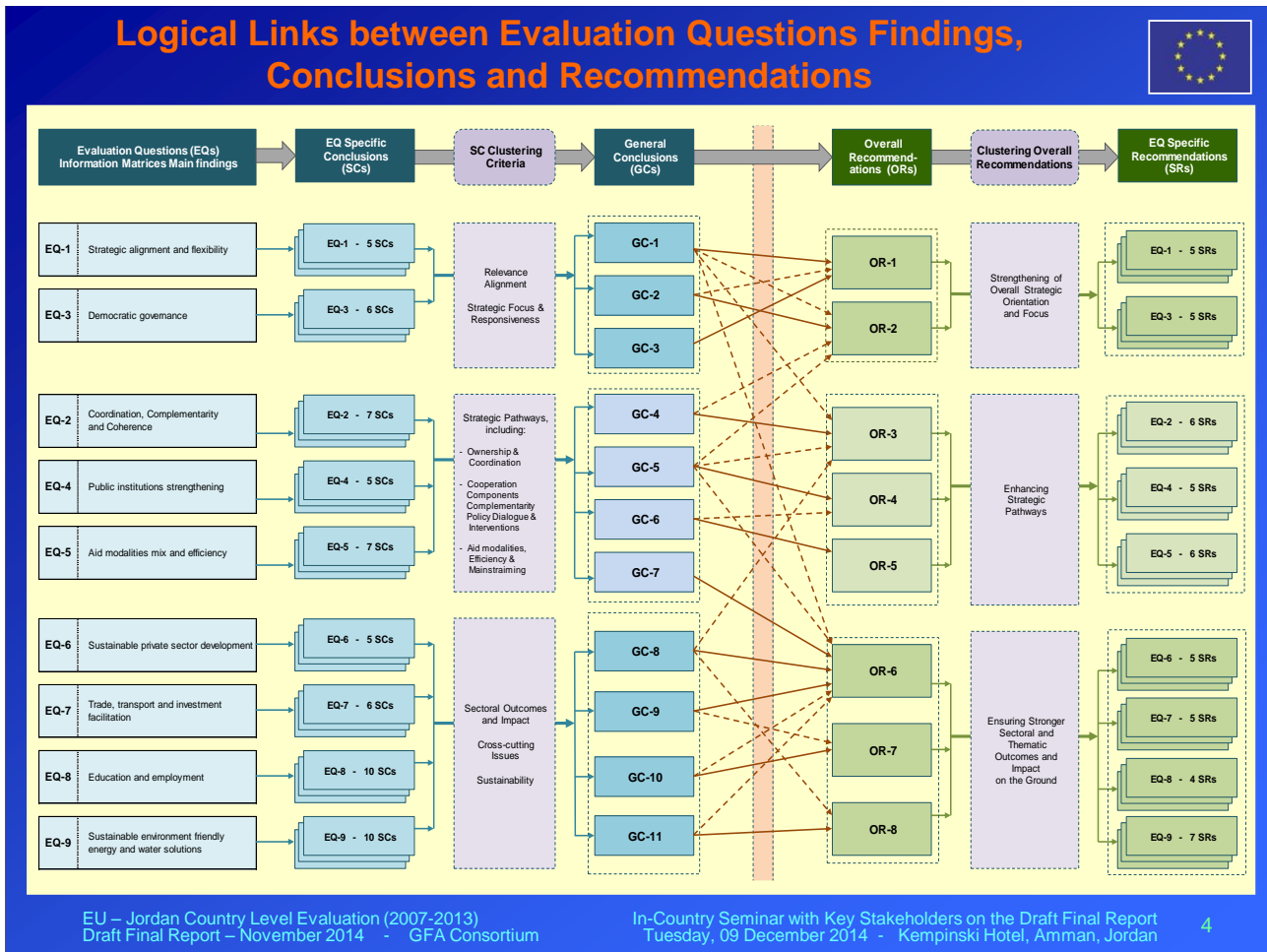
- 1st Session**
 - 1. Brief introduction to evaluation context and methodology, and to the Draft Final Report
 - 2. Main findings and specific conclusions by evaluation question
- 2nd Session**
 - 3. Main conclusions clusters in order of importance
 - 4. Main recommendations linked to conclusions
 - 5. Specific recommendations clustered by evaluation question theme
 - 6. Next steps

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3.

Main Conclusions Clusters in Order of Importance

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Main Conclusions Clusters in Order of Importance

1. Response strategy alignment and responsiveness in adapting to regional and contextual changes and evolutions
2. Consistency and mutually reinforcing character of the policy / political dialogue and the development cooperation components of the cooperation
3. Effectiveness and impact of supported reform processes on the ground
4. EU's proactive role in strengthening overall aid effectiveness
5. Coverage and outcomes of cross-cutting issues

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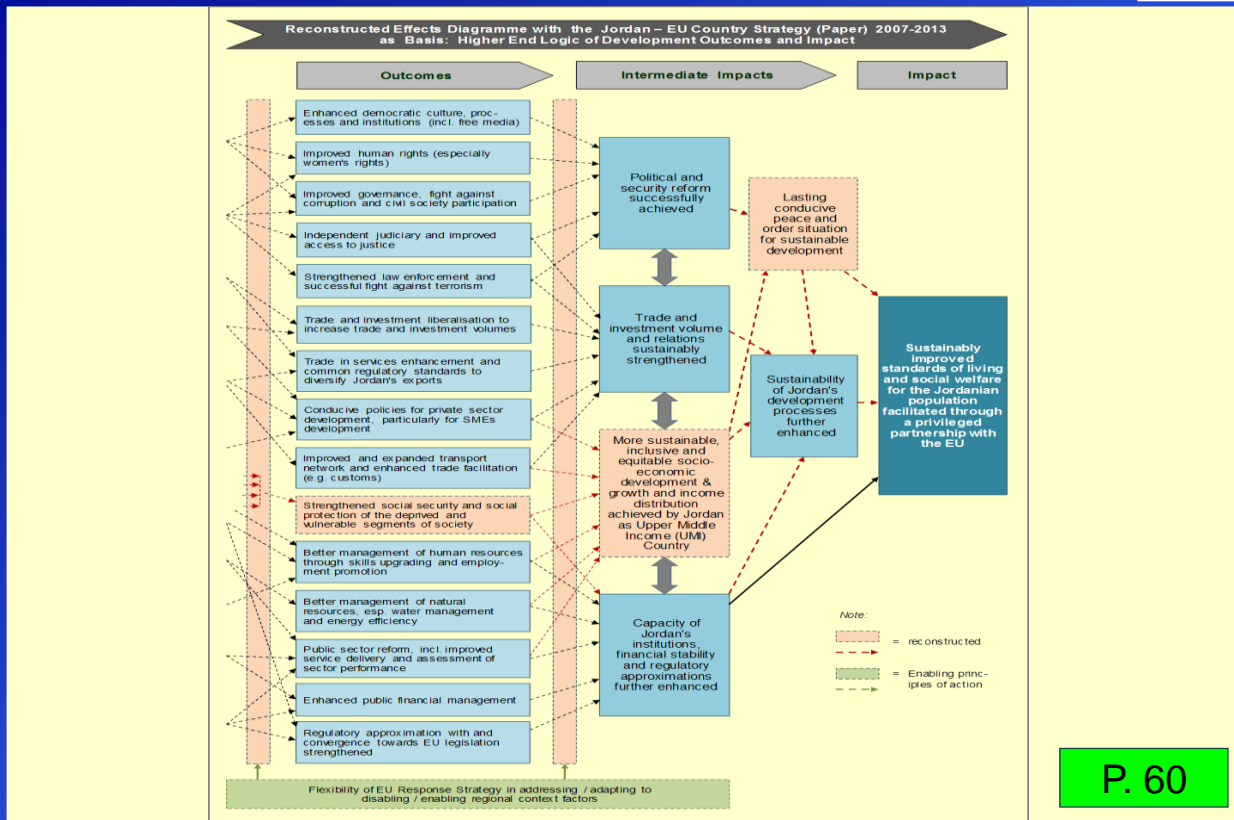
Main Conclusions Cluster 1: Alignment and Responsiveness

- Overall and throughout in the 2007-2013 EU-Jordan cooperation period under review, the EU response strategy has been **well aligned** with the development objectives and priorities of the HKoJ Government.
- There has been a remarkable **responsiveness**, widely lauded by all parties, of the EU response strategy in flexibly adapting to changes in the broader regional context affecting Jordan.
- This **responsiveness is less evident** in relation to the developments in the national economic context characterized by Jordan gradually moving up to **Upper Middle Income (UMI) country status** in the period under review, but at the same time characterized by raising social and socio-economic challenges in the current turbulent times and with **persistent structural inequality** in Jordan society.

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Validation of Reconstructed Effects Diagram Assumption



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Main Conclusions Cluster 2: Policy / Political Dialogue and Development Cooperation Components



- Overall, the **policy/political dialogue** and the **development cooperation strategy** components of the EU-Jordan cooperation have been consistent, timely, complementary and mutually reinforcing.
- However, **immediate security considerations** are predominant and are impacting on the overall long-term development political dialogue and cooperation strategy objectives and outcomes.
- The domination of the stability concerns – sometimes confused with and/or used as pretext for justifying the status quo - **undermines** security and stability themselves in the longer run.

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Main Conclusions Cluster 3: Effectiveness and impact of supported reform processes on the ground



- Even if EU-Jordan cooperation sector reform indicator targets are met formally, this does not necessarily reflect **actual reforms on the ground**, raising concerns regarding the effectiveness, impact and sustainability of EU's support to the reform processes.
- The reform **results indicators of EU support** are often relatively general in nature and have put **too much emphasis on general policy, regulatory and institutional setting issues**.

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Main Conclusions Clusters 4 (Results Oriented Coordination) and 5 (Cross-cutting Issues)



- EU could have played a stronger role** in increasing overall **aid effectiveness** and in the promotion of results oriented coordination, being the second largest donor for the country in the 2000-2012 period and the third largest in the period under review 2007-2013
- Generally, **cross-cutting issues have been attended to** in the EU-Jordan cooperation strategy and programme, at least in the design of these programmes, especially in relation to (democratic) governance and institutional strengthening. **Major challenges however** remain regarding the envisioned outcomes of the above mentioned programmes, particularly regarding gender equality on the ground. Also environment and climate change generally have not been given systematic attention in actual programme implementation.

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4.

Main Recommendations Linked to the Main Conclusions

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Main Recommendations Cluster 1: Strategy and Programme Alignment and Responsiveness

- Ensure that the response strategy for the coming / next EU-Jordan programme cycle is **more responsive to the evolving national economic context** characterized by Jordan having moved up to Upper Middle Income (UMI) country status, but at the same time characterized by important urgent and raising challenges regarding structural socio-economic equity and equality issues.
 - This should be achieved by **more systematically tapping into available national resources** as Upper Middle Income Country in order to contribute to the achievement of sustainable, inclusive and equitable development goals to combat inequality.
 - To be achieved for example via strengthening of **income distribution** strategies and programmes and/or reinforcement of **social security or social protection** provisions.

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Main Recommendations Cluster 1: Strategy and Programme Alignment and Responsiveness

- The **encompassing goal** of the new response strategy therefore should be combating the rising **structural inequality** in Jordan society.
- Prioritize strategies and interventions that directly target and benefit the **underprivileged and vulnerable segments of society** so as to ensure that they have better and sustained access to public services and to gainful, decent and sustainable employment.
- This should include **social security coverage** under the Social Security Corporation or benefits from **social safety nets** as (temporary) back up in order to be able to sustainably emancipate from the poverty trap.
- Pursue **E-TVET** as a key component of a comprehensive, inclusive and equitable strategy for inclusive sustainable development.

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Main Recommendations Cluster 1: Strategy and Programme Alignment and Responsiveness

- Support programmes of progressive **social inclusion, protection and security with strong proactive activation features** to sustainably uplift vulnerable groups and individuals out of the poverty trap and extreme inequality.
- Recognize and maximize the **substantive role of the private sector** and pursue **tripartite** mechanisms and set-ups for this purpose, making this a concerted effort of both the public and private sector partners in Jordan as Upper Middle Income country.

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Main Recommendations 2: Policy / Political Dialogue and Development Cooperation Components

- Maintain and further improve the **fine balance** between **immediate security considerations and the long-term development** political dialogue and cooperation strategy objectives and outcomes.
 - This will contribute to avoid the trap of stability concerns being confused with and/or used as pretext for **justifying the status quo**, as this **undermines security and stability** itself in the longer run.
 - At the same time, keep appreciating the country's **extreme hospitality** vis-à-vis the almost recurrent streams of refugees caused by the regional crises and its **efforts to facilitate sustainable solutions**.

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Main Recommendations 2: Policy / Political Dialogue and Development Cooperation Components

- Continue to further optimize the **complementary and mutually reinforcing strengths** of political / policy dialogue and development interventions in a symbiotic way to bring about the effective and sustainable reform aspired for to ensure results on the ground.

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Main Recommendations Cluster 3: Effectiveness and impact of supported reform processes on the ground

- Concentrate support to reform processes in all sectors and thematic areas on **actual reform impact on the ground**.
 - Make general and more explicit use of **performance planning, budgeting, measurement and monitoring & evaluation systems derived from results frameworks** to ensure more effective and efficient management for development results of interventions in order to further strengthen impact on the ground.
 - Such systems should be **owned** by the implementing line ministries and agencies and **spearheaded** by the duly mandated central government entity(ies) concerned.

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Main Recommendations Cluster 3: Effectiveness and impact of supported reform processes on the ground

- This requires **capacity development** at all levels. Ensure that any continued support of the EU to Public Finance Management (PFM) and/or other public institutions strengthening programmes has this as base rationale and as overall, encompassing strategic theme.
- Continue to use **budget support** (and BS conditionalities in particular) as leverage for effective and sustainable reform processes, but only in such areas where **commitment to reforms** is evident and genuine.
- In addition, there should be the explicit aim of going beyond the mere meeting of formal, paper benchmarks and assurance of compliance with legislative and/or regulatory targets, but to effectively guarantee **reform impact on the ground**.

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Main Recommendations Cluster 3: Effectiveness and impact of supported reform processes on the ground

- Only use budget support as aid modality** when the necessary conducive enabling environment thereto is guaranteed and eligibility criteria are strictly met in accordance with the EC prescriptions and guidelines concerned.
- A broader **use of other cooperation mechanism** such as Technical Assistance, TA/EX, SIGMA and/or twinnings and their combinations is also recommended in order to contribute to an enabling environment and to assist in fulfilling the aid modality eligibility criteria.

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Main Recommendations Cluster 4: Coordination for Aid Effectiveness and 5 Cross-cutting Issues



- RE Cluster 4 on **coordination for aid effectiveness**: EU together with its Member States should play a **more proactive role in the aid coordination** and policy dialogue of Development Partners with key public and private stakeholders in Jordan in order to ensure increased overall aid effectiveness, enhanced division of labour and improved visibility.
- RE Cluster 5 on **cross-cutting issues**: Give **more explicit** and priority attention to cross-cutting issue pervading the whole EU-Jordan cooperation, both with regard to the development interventions and political/policy dialogue strategy components.
 - This particularly pertains to **gender** and to **environment and climate change**, but also to governance and human rights and to institutional strengthening.

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Specific recommendations clustered by evaluation question theme



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Clustered Specific Recommendations by Evaluation Question (EQ) Theme



- For the **full list of specific recommendations** by Evaluation Question (EQs 1 to 9), pls. refer to Chapter 5.1.2 of the report (pages 73-80)
- The **seminar open forum discussion** on the recommendations can zero in on any of these specific recommendations as indicated by the participants
- Specific recommendations are **coded** SR-x.y, with "SR" standing for Special Recommendation, "x" for the number of the Evaluation Question, and "y" for the sequence number of the recommendation pertaining to the EQ

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6.

Next Steps



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CLE Process: Final Steps

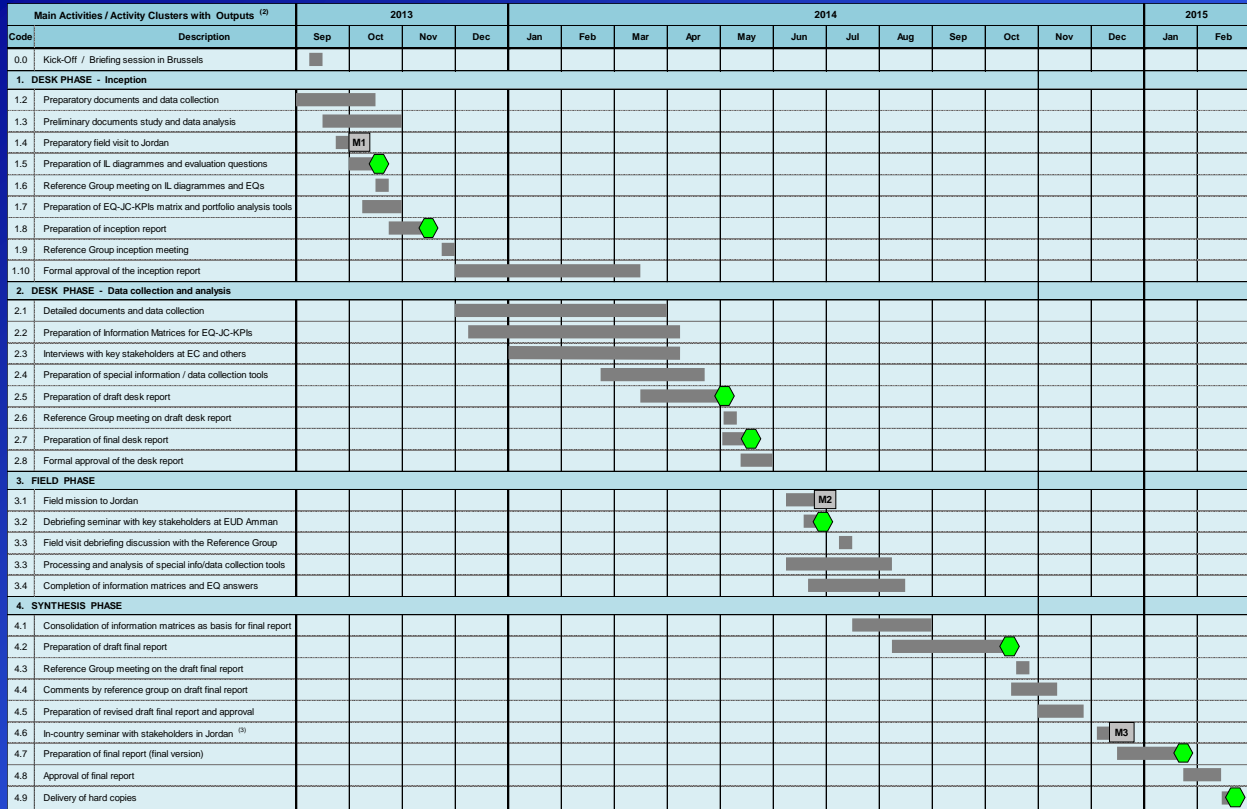


- Country level dissemination seminar of draft final report**
 - 9 December 2014, Kempinski Hotel, Amman, Jordan
 - Briefing and debriefing meetings in Jordan
- Final reporting**:
 - Incorporation comments / reactions from in-country seminar
 - Final QC and reactions RG
 - Final report submission, printing and dissemination
 - Delivery of hard copies and publication on EU website

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EU-Jordan CLE Updated Work Plan Bar Chart



9.2 Minutes / highlights of the In-Country Dissemination Seminar

The In-Country Dissemination Seminar to discuss the Draft Final Report with the Key Jordanian stakeholders took place on 09 December 2014 from 09:15 to 14:00 hours in the Kempinski Hotel in Amman, Jordan. A total of 107 persons participated in the seminar. The participants represented a wide spectrum of key stakeholders including: the Government of the Hashemite Kingdom of Jordan (central agencies, Line Ministries, parastatals and attached agencies), Civil Society Organisations, the Academe, Private Sector, the EU Delegation and EU Headquarters, EU Member States and MS Agencies, other bilateral and multilateral Development Partners, and the evaluation team.

The seminar agenda consisted of three main parts: (i) The welcome speeches by H.E. the Ambassador of the EU and Head of the EU Delegation, Mrs. Joanna Wronecka, and by H.E. the Secretary General of the Ministry of Planning and International Cooperation of the Government of the Hashemite Kingdom of Jordan, Dr. Saleh Kharabsheh, and the presentation of the evaluation purpose and process by Mrs. Roxana Osiac, Evaluation Manager, DEVCO Unit 08 at EC Headquarters; (ii) The presentation of the main evaluation findings and conclusions by Ruddi Vaes, Team Leader of the Evaluation, followed by Q&A and plenary discussions, and (iii) The presentation of the summary conclusions and main recommendations by the evaluation team leader, likewise followed by Q&A and plenary discussions with the whole evaluation team as panel. The seminar was chaired and moderated by Mr. Ibrahim Laafia, Head of Cooperation of the EU Delegation in Amman.

Copies of the two presentations by the Evaluation Team Leader at the basis of the Q&A and plenary discussions on the evaluation draft final report are included just before here under Annex 9.3. Below are the summary minutes / highlights other than those of the two presentations by the Evaluation Team Leader.

Intro Session: Welcome remarks and evaluation introduction

H.E. Ambassador of the EU / Head of Delegation:

- Her Excellency welcomed the participants;
- She underlined that the EU contracted independent evaluation experts for this country level evaluation;
- The focus of the evaluation was on the technical and financial support provided by EU to Jordan and on the EU-Jordan political/policy dialogue within the frame of the European Neighborhood Partnership Instrument (ENPI);
- EU allocated substantial support concentrated in four priority sectors:
 - > € 488 million in the frame of 2 National Indicative Programs;
 - > € 95 million in the frame of the SPRING programme;
 - > € 83 million in the frame of two special measures (Syria / Iraq).
- The work and inputs from the Jordan partners, from both the public and private sectors, in the framework of the EU-Jordan cooperation are especially acknowledged;
- The evaluation is not a self-congratulating exercise but shall be used for learning and the design of the future cooperation with Jordan;
- One important aspect has already been taken into consideration for the new Single Support Framework for 2014-2017: The fight against structural inequality, including social protection as a main thematic area;
- Aid coordination will also play an important role in the future, with the roles of both MoPIC and the EU highlighted;
- MOPIC will play a key role in enhancing aid effectiveness;
- Finally the Ambassador thanked all participants for their attendance and wished them fruitful discussions.

H.E. Secretary General (SG) MOPIC:

- The SG of MoPIC thanked the evaluation team for their efforts;
- He highlighted that the evaluation report will be a reference document for future cooperation with the EU;
- Support of the EU to Jordan is very important;

- Special Note: A copy of the speech by H.E. the Secretary General of MoPIC has been requested.

Roxana Osiac – Evaluation Manager / Evaluation Unit at EC – DEVCO in Brussels HQ:

- Thanked all present stakeholders for their inputs and support to the evaluation;
- Stressed that the evaluation focus is at the strategic level;
- The evaluation is part of the 2012 evaluation programme as approved by the Commissioner for Development, and agreed by the Commissioners for Enlargement and European Neighbourhood, Humanitarian Aid and the High Representative for Foreign Affairs and Security Policy;
- Explained that the evaluation is done for two main purposes: Accountability and Learning;
- Important is to identify the factors which help or hinder success;
- One important principle for EU is the issue of transparency in the evaluation process: the evaluation report and its annexes will be therefore published;
- Other key principles at the basis of the evaluation are: Independence, quality and utility;
- The quality of the evaluation is of special importance: this is ensured by the compliance with the prescribed methodology and by the application of the key DAC criteria for evaluation, namely: relevance, effectiveness, efficiency, impact and sustainability;
- In addition to DAC criteria EU applies as well the criteria of added value, i.e. has the support of the EU an added value to the contribution of its Member States; plus the criterion of 3C = coherence, coordination and complementarity;
- Important to note that conclusions and recommendations are provided on the basis of evidence;
- The overall process is relatively long and is guided by a Reference Group in which – among others – Jordan was represented by its Embassy in Brussels;
- The seminar serves to discuss the draft final report; comments and suggestions of participants of the seminar will be duly reflected in the final report, it is however important to note that the evaluators are independent and are not obliged to accept each comment;
- The Evaluation Unit will establish a “fiche contradictoire” consisting of three columns (recommendations / response of the EU services and follow-up (one year after) to follow the implementation of the recommendations over 2 years

Session 1 on Evaluation Findings and Conclusions: Reactions and Discussions

Ibrahim Laafia – Head of Operations, EUD:

- Expressed his satisfaction that response strategy alignment with Jordan priorities has been well achieved;
- Congratulated Jordan for its strong hospitality vis-à-vis the huge number of refugees from neighbouring countries;
- Flexibility has been a need in order to be able to adequately respond to urgencies;
- Acknowledged that in the field of donor coordination still a lot needs to be done, but that efficient donor coordination requires as well the pro-activeness of all donors;
- Stressed that MOPIC has an important role to play in donor coordination;
- Remarked in relation to the issue of Upper Middle Country that it is correct that Jordan has moved to this status, but at the same time that countries within this category are very diverse. This should be more strongly reflected in OECD/DAC standards. It in this regard also needs to be stressed that the impact of the Syrian and Iraq crisis has put and is putting a lot of strain to the Jordanian economy;
- Inequality: It is of high importance to address the issue of inequality and the EU has to / will do something special / extra to this regard. This is already reflected in the Single Support Framework (SSF) for the period 2014 to 2020;
- Budget support has been mentioned and specially focused on with some positive points. BS remains important but improvements in management are needed.

Representative of JEDCO:

- EQ 6: Entrepreneurship is introduced indeed in TVET curricula;
- EQ 7: Informed that meanwhile a National SME Growth Strategy / Entrepreneurship Development Strategy is in place (for the period until 2018);

- The new Investment Council has been created and the chairman nominated. It also should be noted that 1/3 of JEDCO staff and budget has been shifted to the Investment Council;
- It would be good to see in the report more integration between the various evaluation questions, in particular in relation to cross cutting issues.

H.E. the Ambassador of Greece:

- Expressed her thankfulness to the evaluation team for its work;
- Asked for a clarification which EU member States have been interviewed and on which basis the States have been selected for those interviews;
- Asked also for a clarification for the selection of the two cities which have been visited outside of Amman. What were the selection criteria?
- Recommends more systematic impact studies and assessments of EU support;
- The importance of the issue of the refugees affecting the programme cannot be underscored enough.

Representative of the Ministry of Transport:

- Disagrees with the statement that budget support in the transport sector has not been successful due to limited ownership by the Ministry. Recently, there have been strong improvements;
- Indicated that ownership is given and that this can be seen by the existing institutional set up where the Ministry is chairing 2 committees (the TTF National Committee and the TTF Technical Committee) and for these also has the Secretariat function;
- Pinpointed to the fact that also the transport sector needs stability; this is currently not given in view of the crisis in the neighbouring countries;
- Regional transport lines (e.g. roads, corridors) can only be effective if they find their continuation in the neighboring countries, which is presently not the case due the Iraqi and Syrian crises;
- It therefore has been difficult to promote transport particularly in a regional context, but the necessary ownership is there within the Ministry (e.g. the Minister went to the Arab League meeting to promote TTF).

Representative of the Ministry of Water and Irrigation:

- Remarked that the water sector represents only 4% of the EU interventions in term of budget;
- Asserts that this is a modest contribution in view of the now 10 million people living in Jordan;
- Highlights that only 64% of the population is adequately served by sanitation compared to 94% with regard to water;
- Recommends that EU continues its support in the water sector, but it should especially focus on the issue of sanitation;

Representative of the Higher Council of Science and Technology:

- Asked where the Council fits in the evaluation and why the EU-Jordan joint intervention on science and technology has not been part of the evaluation, particularly since S&T has been a priority since 2009;

Representative of MOPIC / PAO

- Is surprised about the finding that there is no consistent overall M&E system and that M&E capacities are lagging behind since each EU project or programme has its own proper M&E system and corresponding funds are there for its application;
- Agrees that these available resources should be better exploited;
- Also, highlighted that there have been an impressive number of ROM missions in the period concerned, attesting to the presence of external monitoring.

Representative of the Ministry of Education:

- Asks the evaluation team to further elaborate on the issue of large amounts of grants / soft loans creating a fiscal risk;
- Asserted that there indeed is a functioning M&E system in the education sector;
- Also, there is a clear framework for M&E;

- Does not agree with the statement that teacher standing is rather low / negative and that career perspectives are hardly existent because of a lack of career planning and guidance. There is a clear framework for career guidance and promotion of teachers.

Representative of Ministry of Environment:

- Requests why the issue of environment and climate has not been addressed in the evaluation.

Representative of EUD responsible for water and energy sectors:

- Regional initiatives: Reacted that the institutional framework, the regional structure for cooperation is given, but there is the need to activate these structures and platforms, while also more pro-activeness and initiatives from all stakeholders are required;
- Furthermore reacted that some of the operational interventions gaps were filled by regional projects.

Reactions by the Evaluation Team Leader:

- Thanked all for the most appreciated reactions and suggestions. In an overall reaction to the different comments, remarked that most comments were a further confirmation of the evaluation findings and conclusions and in certain cases brought the latest updated information for which he especially thanked the participants / reacting parties. These updates will be reflected in the final report;
- Underlined that this evaluation is a strategic evaluation and therefore does not explicitly focus on the operational level of individual interventions;
- Clarified that the issue of lack of M&E refers to the absence of an overall, encompassing umbrella system, bringing together the different M&E systems which are present / in existence at individual project/programme and sectoral levels;
- Ensured that the updated situation / information of the meanwhile existing SME Growth Strategy, on the issue that JEDCO has lost funds and staff to the Investment Council, and of entrepreneurship meanwhile having been introduced in TVET curricula will be reflected in the final report;
- Regarding the Evaluation Team meetings with Member States: Further detailed that the Evaluation Team meeting with the 11 EU Member States and 4 EFIs / MS Agencies took place during the Development Assistance Group (DAG) Meeting at the EU Delegation on the occasion of the September 2013 introductory visit to Jordan (see CLE Final Report Volume III Annexes – Annex 6.1 on page 155 for full details). During the June 2013 Field Visit to Jordan, the Evaluation Team requested for a similar DAG meeting with the MS, EFIs and MS Agencies, but this unfortunately did not push through because of the activity / operational status of the DAG at that time. As such individual meetings with MS, EFIs and MS Agencies were organised as documented under Annex 6.2 of Final Report Volume III “Field Visit to Jordan – June 2014: Programme of Meetings & Events” on pages 157 to 170. Of the suggested / requested meetings per official EUD introduction mail to the MS, EFIs and MS Agencies, the following ultimately materialized during the field visit upon positive reaction from the stakeholders concerned: Netherlands Embassy, EBRD, KfW, GiZ and AFD, and upon return to Europe with EIB in Luxemburg. Further clarified that a total of 185 persons were interviewed during the evaluation introductory and field visits to Jordan.
- On the issue of impact: Reacted that it has not been possible to focus more on impact issues since most of the CSP-NIPs support programmes and interventions started after 2010 only and many are still ongoing. In these cases it has not been possible yet to generate impact and/or this cannot be assessed / measured yet (references to methodological issues of time lag impact and of impact attribution). For full details, see the portfolio analysis under Volume III Annex 4 of the final report. Summary figure 3 on page 11 of the Volume I main report is a visual presentation of the issue / analysis.
- Institutional frameworks / structures in some cases are formally in place but actually are dormant / not operational and need activation / reactivation;
- The relatively low prominence and budget for water in the 2007-2013 EU-Jordan cooperation strategy and programme is basically due to the application of Division of Labour principles with the Member States (e.g. KfW, GiZ, AFD);
- Stressed that Science and Technology is an important programme in the CSP 2007-2013 interventions portfolio, but has not been covered by the evaluation since focusing on 9 evaluation questions of which 4 only are sectoral / thematic (EQs 6 to 9) as selected / decided by the

Evaluation Reference Group. Moreover as highlighted earlier (see second reaction bullet above), reiterated / explained again that this evaluation is a strategic evaluation and therefore does not explicitly focus on the operational level of individual interventions;

- Explained that the fiscal risk related to the high proportion of foreign grants / soft loans as percentage of the overall revenue is basically related to this dependence of external resources, their volatility and relative unpredictability;
- Took note of the updated information that there now are professional career development and guidance strategies and programmes for teachers in place and that the challenge is to have these duly implemented. Will be reflected accordingly in the final reporting;
- Clarified that environment and climate change are duly covered indeed in the evaluation and its reporting (as cross-cutting issues in general and especially in relation to EQ-9 on sustainable environment friendly energy and water solutions), but that these cross-cutting issues have not been duly attended to / insufficiently covered in the programme and its interventions.

Additional reactions / clarifications by the Head of Operations, EUD:

- Confirms that the new single support framework (SSF) takes many of the issues of the discussion already into consideration;
- Stresses that the SSF will comprise 3 priority areas: Accountability and Rule of Law; Employment and Private Sector Development, and; Renewable Energy and Energy Efficiency. Explains that the water sector has not been retained in the SSF due to a successful Division of Labour among the Development Partners / with the Member States (GIZ, KfW, AFD). However, the water sector will be touched indirectly through the issue of energy efficiency in relation to water production;
- In due time it may be considered to resume support in the water sector for the 2018 to 2020 period, especially also in view of the still continuing influx of refugees and the challenges this brings with it in terms of public infrastructure and social services;
- The Development Assistance Group (DAG) with the Member States and MS Agencies, chaired by the EUD is not dormant, but has been reactivated. It meets regularly again, and moreover humanitarian issues (e.g. refugees) are now also being covered additionally by the DAG.

Session 2 on Evaluation Summary Conclusions and Recommendations

Representative of MOPIC:

- Disagreed that the regional crisis situation is limiting / is a pretext for not continuing with reforms. States that all necessary reforms are under way. The recent activity of the Parliament is a living proof.
- Denied that there is institutional fragmentation which hinders effective coordination for enhanced aid effectiveness. The institutional set up for coordination is in place and functional, amongst others through steering committee meetings in all projects and programmes;
- Asserted that the policy/political dialogue is highly effective;
- Expressed that progress in the Justice Sector reform is still limited due to the belated start of budget support to the sector, but at the same time that progress made in the Justice sector is considerable;

Representative of OECD / UN:

- Remarked not to have heard / seen anything about the uptake of the recommendations, so how to actually use / operationalize them. Questioned about next steps to implement the recommendations.

Representative of the Ministry of Trade:

- Posed the question why there are so few data available despite the fact that there are many M&E systems?

Team Leader of EU support programme to CSOs:

- Recommended that an analysis is to be made why projects/programmes have started so late;
- Would appreciate more details regarding the contextual analysis;
- Indicated that progress can be observed in the Governance sector indeed;

- Is of the opinion that impact could also be assessed through data from other donors, and could be enhanced through stronger coordination with and between the Development Partners;
- Explains that his projects also have a Parliament strengthening component;
- Confirmed that important reforms have been taken place on the national level, including the (just initiated) implementation of the constitutional reform, the justice reform, and the energy sector reform;
- Asserted that the most important visible reform progress and result probably is the setting up of the Constitutional Court with the support of the EU;
- Is of the opinion that further focus of the democratic governance focal area is necessary. In relation to such sectoral / thematic prioritization, questioned about prioritisation;
- Promised to provide an update on the actual status of the adoption of the 13 laws as mentioned in the evaluation report (including their by-laws, implementing rules and regulations).
- The recommendations should be addressed to the Government of Jordan as well, and not only / not all addressed to the EU

Representative of the Amman Chamber of Industry:

- Remarked that it is necessary to increase Jordan exports to EU, but questioned the how;
- Remarked that there is a need to have more foreign direct investment, but questioned how to attract FDI;
- Questioned why impact data are available at programme / interventions level but not at central level.

Resident advisor in the field of social protection:

- Welcomed the recommendation on prioritisation of social protection and the fight against inequality for future EU support programmes;
- Recommended to clearly differentiate and define terminology in the field of social protection (social cohesion, social inclusion, social protection, social security, etc.);

Representative of the Ministry of Agriculture:

- Stated that effective donor coordination in relation to agricultural support programmes does not exist sufficiently and therefore should be strengthened;

H.E. the Ambassador of Greece

- Expressed that social cohesion in the country is to be strengthened as a matter of priority and urgency, particularly also in view of the refugees situation;

Reactions to Session 2 comments by the evaluation team (Full evaluation team in reaction panel for the second session discussions):

- Agreed that the statement on institutional fragmentation needs further differentiation as special efforts are being exerted, especially lately and also in the broader context of the regional crises and the impact these have on Jordan (e.g. refugees, migration, etc.). On the other hand, references were made to the OECD 2011 Aid Effectiveness Report chapter on Jordan with straightforward and rather harsh assessments;
- Same for the improvements in the policy / policy dialogue, with still substantive room for improvements, particularly on the more strategic, fundamental aspects;
- Lauded the recent progress in the justice sector reform process, particularly since TA services are provided to make the sector eligible for sector budget support. On the other hand, pointed out that this support is relatively recent and substantive reform components and elements still need to be tackled to enable eligibility;
- Confirmed that next steps and action taken following the evaluation recommendations are crucial to ensure evaluation effects and impact. Recommended the elaboration of follow-up provisions and actions to be taken;
- Referred to the evaluation report volume III annexes (annex 2 on pages 26 to 53) for a detailed contextual analysis and to the respective EQs information matrices under volume II for full contextual details and empirical evidence in relation to each of the Evaluation Questions;
- Replied that impact assessments of the governance and CSOs support programme is rather difficult at this stage in view of the late start of programmes and/or the still ongoing status of other.

- Welcomed the update on the actual status of the adoption of the 13 laws which the participant promised to send;
- Clarified that recommendations in first instance are addressed to the EU, but obviously indirectly also to the partners in Jordan (from both the public and private sectors) as owners and drivers of the reform processes;
- Reverted questions on what strategies to pursue to increase Jordan exports to Europe and how to attract more Foreign Direct Investments as challenges to be addressed within / by the main institutions / interventions concerned;
- The request for a terminological clarification / glossary of the different terms associated with social protection was well taken but at the same time similarly reverted to the advisor / programme / institution concerned as being their core business and specialization.
- Acknowledged the suggestions of the Ministry of Agriculture representative for better coordination of programmes, strengthened coherence and harmonization, including lessons learnt from each other, as further support to the specific evaluation recommendations concerned.

9.3 Welcome remarks by H.E. Ambassador of the EU / Head of Delegation

Opening Speech of Her Excellency Mrs Joanna Wronecka Country Level Evaluation Dissemination Seminar 9 December 2014

Your Excellencies, Dear Colleagues, Ladies and Gentlemen,

- It is a great pleasure to be here with you today for this Seminar to discuss the *Draft Final Report* of the "Evaluation of the European Union's Cooperation with the Hashemite Kingdom, of Jordan" between 2007 and 2013. This independent assessment was initiated by the European Commission as part of a rolling evaluation plan. In this regard, a team of independent experts, led by Ruddy Vaes, was recruited and started their work already in September 2013.
- The report has looked at financial assistance and cooperation with Jordan under the European Neighbourhood Partnership Instrument (ENPI). The EU bilateral cooperation with Jordan was designed to be in line with the national priorities and strategies but also with the ENP Action Plans and in particular the current one covering 2010-2015.
- Four priority sectors were covered during this period, namely supporting Jordan's reform in the areas of | democracy, food governance, human rights, media and justice and fight against extremism | Enterprise, trade and investment development | Sustainability of the growth process and last but not least | Institution building, financial stability and support for the regulatory approximation.
- To support this ambitious EU response strategy, the EU allocated substantial amounts of funds to Jordan over the 2007-2013 period. Indeed, EU funding to Jordan has amounted for €488 million comprising the two National Indicative Plans covering 2007-2010 and 2010-2013. In addition, the EU provided funding, worth €91 million, under the SPRING programme. It should also be mentioned that Jordan benefitted from two special measures providing support to countries hosting refugees from Syria for a total of €83 million over 2012 and 2013.
- I would also like to acknowledge the work of our partners, from the authorities, the private sector, the civil society, the UN and the EU Member State, who have been very active in helping us implementing these funds.

- Yet, an evaluation should not be a self-congratulation exercise and let me also mention examples of recommendations that I think need to be kept in mind when we implement our programmes in the future.
- In this regard, it seems to me that the invitation by the evaluators to have a response strategy addressing structural inequalities in Jordan is an important one and should definitely be kept in mind when we implement our programming for 2014-2017, which will by the way include social protection as a main thematic area.
- Moreover, the question of aid coordination is crucial in a country that receives substantial funding from the international community to support its development efforts and to face the consequences of the crises in Syria and Iraq. While it is a shared responsibility, in which we fully measure the importance of our own role as the EU in association with the Member States, I think it is also important to highlight the key role of the Ministry of Planning and International Cooperation in enhancing the aid effectiveness agenda in Jordan. We hope to be able to continue our close cooperation on this in the future.
- Let me conclude this introduction by taking the opportunity to thank all the parties involved in this evaluation process starting with MOPIC and other Jordanian counterparts of the Ministries, Public Administrations, Private Sector, Academia, Civil Society, but also our colleagues from the UN, and the European Union Member States and their Development Agencies. I would like to extend my appreciation to the Evaluators for their extensive work, which is not completed yet, hence our presence here today to discuss their draft final conclusions and recommendations. And finally, I would like to thank our colleagues in Brussels and my Delegation colleagues for supporting their efforts not only during their stay in Jordan but throughout this process.
- Your Excellencies, Dear Colleagues, Ladies and gentlemen, thank you for your attention; I wish you a fruitful discussion in this workshop.

9.4 Welcome remarks by H.E. Secretary General (SG) MOPIC

**Opening Speech of His Excellency the Secretary General of
the Ministry of Planning and International Cooperation (MoPIC)
Country Level Evaluation Dissemination Seminar
9 December 2014**

Ambassador Joanna Wronecka

Friends and Colleagues,

- ⇒ Allow me to express my gratitude to be part of this gathering today on the occasion of convening this seminar on the Evaluation of EU-Jordan Cooperation over 2007- 2013, where we look forward to having a fruitful participatory dialogue on issues pertaining to this exercise.
- ⇒ I would like to warmly thank the EU Delegation staff and the evaluation team for their efforts in carrying out the evaluation through its different phases. Thanks are also extended to the sectoral ministries and institutions, private sector and NGOs and other key actors for their valuable contributions.
- ⇒ Indeed, the time has come to take stock of our cooperation over the past seven years to better identify key lessons learnt and concrete recommendations for the sake of properly drawing up and mentoring our programming for the period 2014-2020. It is also an opportunity for us all to better understand the key findings and conclusions were reported by the experts.

Friends and Colleagues,

- ⇒ This gathering today demonstrates how much we are supportive to this endeavor and to the EU-Jordan cooperation, and therefore, I call on our colleagues representing different institutions and society segments to further contribute to this effort through providing the necessary updates and observations on the themes covered by the evaluation with the aim of reflection further improvement on the report which would help us all as a key reference document for our future cooperation.

- ⇒ The Government of Jordan much appreciates the EU's continued and steadfast support to the Kingdom over the many years, which has helped Jordan proceed with its modernization, reform and development process. **The different modalities of EU Support** (projects, technical assistance and Sector Budget Support Programmes) **are instrumental** in pushing forward the different reforms that Jordan has already embarked on.

- ⇒ In conclusion, allow me to once again express Jordan's appreciation for the EU's continued support and I look forward to having a successful and constructive participatory meeting.

Thank you ...

10 Team composition, responsibilities and updated work plan

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Annex 10.1

**Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan
Country Level Evaluation (2007 - 2013)**

Composition of the Jordan CLE Evaluation Team

Mid-April 2014

1	2	3	4
No	Designation	Evaluation Key Thematic Areas / Support Area(s)	Name
Evaluation Management and Coordination ⁽¹⁾			
1	Evaluation Director	Evaluation overall coordination and strategic management	Tilman Welte
2	Evaluation Coordinator	Evaluation operational coordination and management	Moritz Pfahler-Löcher
Core Evaluation Team			
3	Team Leader	Response strategy alignment - Response strategy coherence - Democratic governance - Portfolio analysis - Evaluation methodology and tools - Overall team management and reporting	Ruddi Vaes
4	Expert 1 (int'l)	Private sector development - Trade, transport and investment facilitation - Economic governance in private sector - 3Cs of coordination, complementarity and coherence	Francesco Badioli
5	Expert 2 (int'l)	Public institutions strengthening, incl. Public Finance Management (PFM), institutional reform and capacity development - Aid modalities mix and efficiency, including Budget Support analysis	Camilla Valmarana
6	Expert 3 (nat'l)	Education - Technical and Vocational Education & Training (TVET) - Employment - Migration	Nahida El-Saies
7	Expert 4 (nat'l)	Energy - Energy efficiency - Renewable energy - Environment - Local economic development (support)	Mohammed Yagan
8	Expert 5 (nat'l)	Water management - Environment - Climate change, Local governance (support)	Loay Hidmi
Quality Control			
	Quality manager	Overall quality support, control and assurance	Jacques Toulemonde

Notes: (1) - All GFA Consulting Group staff members or external collaborators
- GFA support team to the Country Level Evaluation: Mrs. Kathrin Matzen (Administrative support), Mr. Markus Schodrok (ICT support), Ms. Elisa Abrecht (Support to CRIS portfolio analysis)

Annex 10.2

Evaluation of the European Union's Cooperation with the Hashemite Kingdom of Jordan (2007-2013)
- Country Level Evaluation (CLE) -

Table EQ-5 : Evaluation Questions and Evaluation Team Responsibilities / Division of Labour

Mid April 2014

Evaluation Question (EQ) ⁽¹⁾			Responsible Evaluation Team Members ⁽²⁾					
Code	Shot Title	Full Question	R. Vaes (TL)	F. Badioli	C. Valmarana ⁽⁴⁾	N. El-Saies	M. Yagan ^{(3) (5)}	L. Hidmi ^{(3) (5)}
EQ-1	Strategic alignment and flexibility	How well has the EU response strategy been aligned over time with the development objectives and priorities of the Government of Jordan and shown responsiveness in flexibly adapting to changes in the broader regional context affecting Jordan?	MR					
EQ-2	Coordination, Complementarity and Coherence	To what extent is the EU-Jordan cooperation well-coordinated with and complementary to the actions of EU Member States and other EU Institutions, and to those of other Development Partners, and coherent with other EU policies?	CR ⁽⁷⁾	MR				
EQ-3	Democratic governance	To what extent has the EU-Jordan cooperation been successful in bringing about enhanced democratic governance? ⁽⁴⁾	MR		CR ⁽⁴⁾			CR ⁽⁵⁾
EQ-4	Public institutions strengthening	To what extent has the EU support contributed to institutional reform and capacity strengthening of Jordan public institutions, including management of public resources, for enhanced delivery of public services to the citizens?			MR		CR ⁽⁵⁾	
EQ-5	Aid modalities mix and efficiency	To what extent has the EU tailored the aid modalities mix to the national context and to the objectives of the EU-Jordan cooperation thereby favouring timely and cost-effective implementation? ⁽⁵⁾	CR ⁽⁶⁾	CR ⁽⁶⁾	MR	CR ⁽⁶⁾	CR ⁽⁶⁾	CR ⁽⁶⁾
EQ-6	Sustainable private sector development	To what extent has EU's support in the area of private sector development (PSD) contributed to the process of sustainable and value added modernisation of the Jordan economy and to more sustainable, inclusive and equitable economic growth?		MR	CR ⁽⁴⁾			CR ⁽⁵⁾
EQ-7	Trade, transport and investment facilitation	To what extent has EU's support in the area of trade, transport and investment facilitation contributed to improving the balance of trade and the investment relations between EU and Jordan?		MR				
EQ-8	Education and employment	To what extent has EU's support to Education Reform and to the Employment and Technical and Vocational Education and Training (E-TVET) sector contributed to enhanced education quality and to improved employment?			CR ⁽⁴⁾	MR		
EQ-9	Sustainable, environment friendly energy and water solutions	How successful has the EU cooperation with Jordan been in contributing to the promotion of environment friendly, climate change mitigating and adapting, and sustainable solutions in the energy and water sectors?			CR ⁽⁴⁾		MR ⁽³⁾	MR ⁽³⁾
Number of Main Responsibilities (MR) per Team Member			2	3	2	1	1	1





Notes:

- (1) Based on the list of evaluation questions as an outcome of the EC Reference Group meetings of 21 October 2013 and of 25 November 2013. The changes in team composition as of the end of January 2014 and of mid-April 2014 are reflected in the above table of team responsibilities and division of labour.
- (2) Coding: MR = Main responsibility CR = Co-responsibility

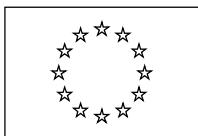
Mr. T. Welte as evaluation director is responsible for evaluation overall coordination and strategic management. Mr. M. Pfähler-Löcher as evaluation coordinator takes on evaluation operational coordination and management.
Mr. J. Toulemonde as evaluation quality manager is responsible for overall quality support, control and assurance.
- (3) Mr. H. Olama had been overall responsible for the EQ-9 and for the water & environmental protection components therein until mid April 2014. Since then, Mr. M. Yagan as responsible team member for the energy, renewable energy and energy efficiency components of the EQ, has taken over overall responsibilities for EQ-9. The aid modalities mix JC 9.7 is a shared responsibility between Mr. Yagan and Mr. Hidmi under the EQ-9, under overall guidance of Ms. Camilla Valmarana (responsible for EQ-5 aid modalities with special focus on budget support, incl. links to sectoral / thematic questions). Since May 2014, Mr. Hidmi is the responsible team member for water within EQ-9 and for the overall environment dimension.
- (4) Ms. Camilla Valmarana is the responsible expert for EQ-4 (public institutions strengthening incl. Public Finance Management) and EQ-5 (aid modalities mix and efficiency, with special focus on budget support level 1 analysis) and is co-responsible for the aid modalities mix JCs 3.6, 6.5, 8.6 and 9.7 under respectively EQs 3, 6, 8 and 9). The same pertains to the Public Finance Management (PFM) KPIs included under this aid modalities JC.
- (5) Mr. Loay Hidmi has co-responsibility for the local governance / capacity strengthening evaluation components under EQ-4 on public institutions strengthening. Mr. M. Yagan has co-responsibility for the local economic development components under EQ-6 on private sector development and for the local democratic governance components under EQ-3 on democratic governance.
- (6) Under the guidance of Ms. Valmarana, the respective team members are responsible for the special aid modalities mix JC in the sectoral / thematic questions for which they have main responsibility, as inputs to the overall evaluation question EQ-5 on aid modalities mix and efficiency.
The EQ-5 on aid modalities mix and efficiency will especially focus on budget support (level 1 analysis) as main aid modality applied in the EU-Jordan cooperation programme. Ms. Valmarana has overall coordination responsibilities for all budget support matters under this EQ-5 vis-à-vis the sector / thematic Evaluation Questions concerned (EQs 3, 6, 8 and 9).
- (7) Mr. R. Vaes assumes co-responsibility support services on the umbrella Coordination, Complementarity and Coherence (3Cs) EQ-2 in relation to the coherence with other EU policies

Main Activities / Activity Clusters with Outputs ⁽²⁾		2013				2014												2015		
Code	Description	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
0.0	Kick-Off / Briefing session in Brussels	■																		
1. DESK PHASE - Inception																				
1.2	Preparatory documents and data collection	■	■																	
1.3	Preliminary documents study and data analysis		■	■																
1.4	Preparatory field visit to Jordan		■	M1																
1.5	Preparation of IL diagrammes and evaluation questions		■	■																
1.6	Reference Group meeting on IL diagrammes and EQs			■																
1.7	Preparation of EQ-JC-KPIs matrix and portfolio analysis tools		■	■																
1.8	Preparation of inception report			■	■															
1.9	Reference Group inception meeting				■															
1.10	Formal approval of the inception report					■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2. DESK PHASE - Data collection and analysis																				
2.1	Detailed documents and data collection				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2.2	Preparation of Information Matrices for EQ-JC-KPIs				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2.3	Interviews with key stakeholders at EC and others				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2.4	Preparation of special information / data collection tools					■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2.5	Preparation of draft desk report						■	■	■	■	■	■	■	■	■	■	■	■	■	
2.6	Reference Group meeting on draft desk report							■	■	■	■	■	■	■	■	■	■	■	■	
2.7	Preparation of final desk report								■	■	■	■	■	■	■	■	■	■	■	
2.8	Formal approval of the desk report									■	■	■	■	■	■	■	■	■	■	
3. FIELD PHASE																				
3.1	Field mission to Jordan										■	■	■	■	■	■	■	■	■	
3.2	Debriefing seminar with key stakeholders at EUD Amman										■	■	■	■	■	■	■	■	■	
3.3	Field visit debriefing discussion with the Reference Group											■	■	■	■	■	■	■	■	
3.3	Processing and analysis of special info/data collection tools										■	■	■	■	■	■	■	■	■	
3.4	Completion of information matrices and EQ answers										■	■	■	■	■	■	■	■	■	
4. SYNTHESIS PHASE																				
4.1	Consolidation of information matrices as basis for final report											■	■	■	■	■	■	■	■	
4.2	Preparation of draft final report												■	■	■	■	■	■	■	
4.3	Reference Group meeting on the draft final report													■	■	■	■	■	■	
4.4	Comments by reference group on draft final report														■	■	■	■	■	
4.5	Preparation of revised draft final report and approval															■	■	■	■	
4.6	In-country seminar with stakeholders in Jordan ⁽³⁾																■	■	■	
4.7	Preparation of final report (final version)																	■	■	
4.8	Approval of final report																		■	
4.9	Delivery of hard copies																			■

Notes

- (1) *This is the updated work plan bar chart of the Jordan CLE as at the end of July 2014 and covers the entire initial 12 months implementation period of the evaluation from 01 September 2013 until 31 August 2014 with a proposed extension of six months up to 28 February 2015, as emanating from the field phase debriefing meeting with the evaluation Reference Group on 08 July 2014.*
The Gantt chart bars represent the estimated timing / period of execution of the respective activities and their length, thus the bar length is not necessarily related to the number of person/days of the consultants team or other parties concerned to execute these tasks. This work plan Gantt Chart is a dynamic working document and is intended to be updated at the end of each phase of the evaluation process, based on actual progress and achievements.
- (2) Legend:
-  = Mission 1 to Jordan: CLE preparatory visit (TL, 1 international expert and local experts)
 -  = Mission 2 to Jordan: Evaluation field mission (whole team - 2 weeks)
 -  = Mission 3 to Jordan: Mission for in-country seminar with the stakeholders in Jordan on the draft final report (whole team)
 -  = Milestones outputs / submission of deliverables
- (3) *The in-country seminar with stakeholders in Jordan is tentatively scheduled for early December 2014 (1st or 2nd week), with as alternative the middle of January 2015 (2nd or 3rd week) depending on the availability of the key stakeholders concerned in Jordan and the draft final report finalisation and approval process. Further advice from the Evaluation Unit / EU Delegation on the scheduling of the in-country seminar is awaited.*

Annex 10.4



EUROPEAN UNION

DELEGATION TO THE HASHEMITE KINGDOM OF JORDAN

Date: 28 November 2013

Note to the File

Subject: Focal points for the 2007-2013 country evaluation

Reference: email exchange with DEVCO

As expressed by the evaluation mission and the discussion made in the video-conference of Monday 25th November 2013, following is a list of names and focal points per sector in the EU Delegation to Jordan:

No.	Name	Function/Field/ Evaluation questions link (EV)	email
1	Mr Ibrahim Laafia	Head of Operations	Ibrahim.Laafia@eeas.europa.eu
2	Ms Tarja El-Idrissi	Head of the Economic & Trade Section	Tarja.EL-IDRISSI@eeas.europa.eu
3	Ms Immaculada ROCA I CORTES	Head of the Political Section	Immaculada.ROCA-I-CORTES@eeas.europa.eu
4	Mr Jean-Marc Dewerpe	Head of the Finance and Contracts section	Jean-Marc.DEWERPE@eeas.europa.eu
4	Ms Patricia Pennetier	Democratic Governance (EV3)	Patricia.PENNETIER@eeas.europa.eu
5	Ms Isabelle De-Goussencourt	Justice (EV3)	Isabelle.DE-GOUSSENCOURT@eeas.europa.eu
6	Mr Psacl Odul	Security and Home affairs (EV3)	Pascal.ODUL@eeas.europa.eu
7	Mr Olivier Boudart	Local economic Development, Agriculture, Water, Donor coordination (EV2)	Olivier.BOUDART@eeas.europa.eu
8	Mr Job Arts	Education (EV8)	Jacob.ARTS@eeas.europa.eu
9	Ms Danuta El-Ghuff	Employment and Culture (EV8)	Danuta.EL-GHUFF@eeas.europa.eu
10	Ms Germana TOPOLOVEC	Economic affairs, trade and private sector development (EV6)	Germana.TOPOLOVEC@eeas.europa.eu
11	Ms Kaluwa Vergamota	PFM, PEFA	Kaluwa.VERGAMOTA@eeas.europa.eu
12	Ms Maria Iarrera	Trade and transport facilitation (EV7)	Maria.IARRERA@eeas.europa.eu
13	Ms Stine Hyldekjaer	SAPP follow up (EV4)	Stine.HYLDEKJAER@eeas.europa.eu
14	Mr Omar Abu Eid	Environment, water and energy (EV9)	Omar.ABU-EID@eeas.europa.eu