

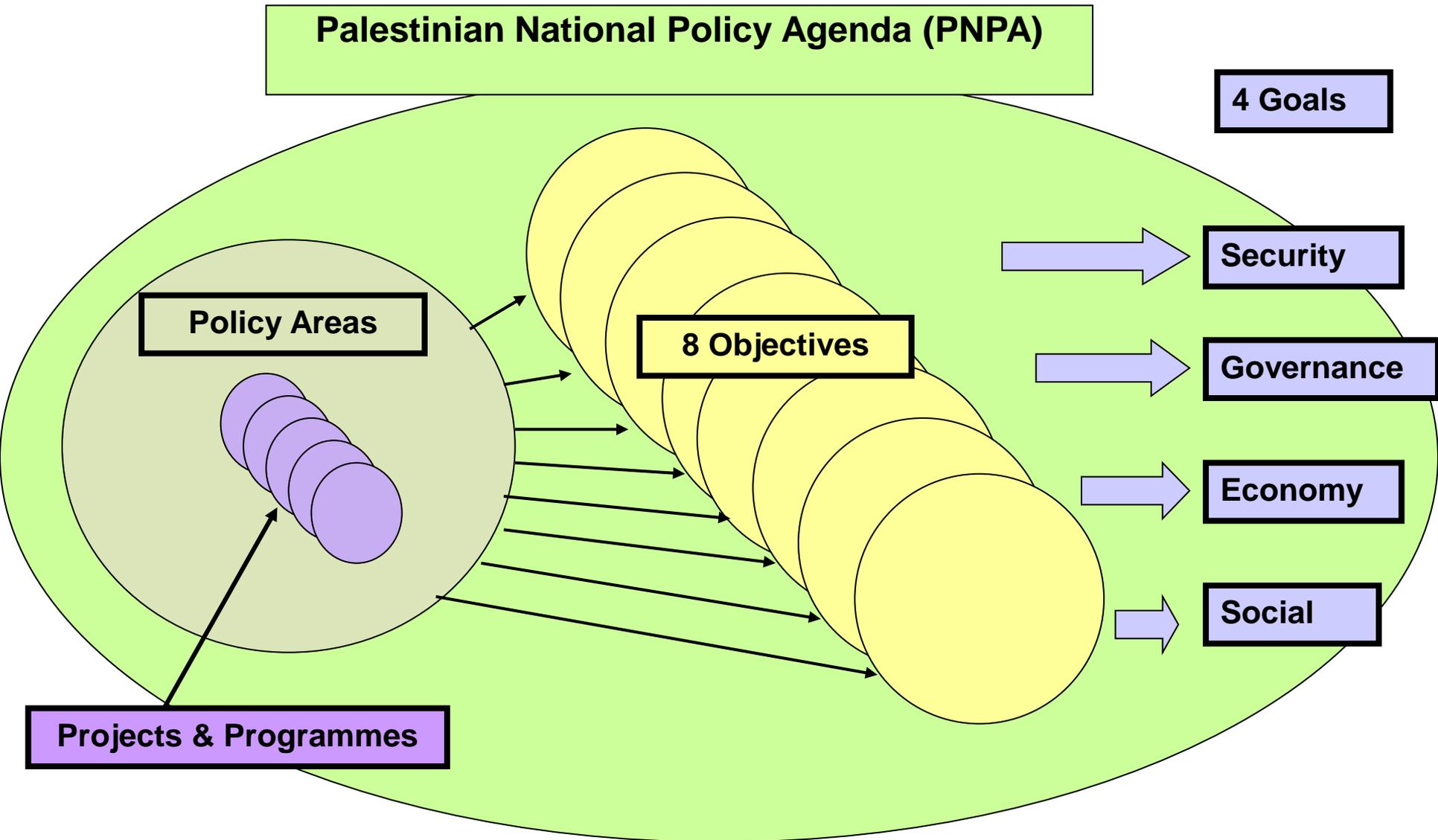
Strategic Planning and Evaluation, Building a Successful Policy Cycle

The Palestinian Experience

Background

- The 2008-10 Palestinian Reform and Development Plan sets out the Palestinian National Authority's medium term agenda.
- It reflected the commitment to adopt an integrated policy making, planning and budgeting process
- The PRDP sets out a comprehensive framework of goals, objectives, performance targets and allocated resources
- It included a commitment to establish a Monitoring and Evaluation structure and system within the PNA
- Currently working on the next strategic plan (the 2011-13 Palestinian National Plan - PNP) which will have a more integrated M&E process and greater involvement of citizens in the policy-making cycle

Relationships in the PRDP Implementation Plan



Principles behind the M&E Approach

- Monitoring and Evaluation are fundamental to good governance
- They provide for accountability and lesson learning
- They aim to answer the question “*what are you achieving*”; not “*what are you doing*”
- M&E system is intended:
 - to provide evidence on performance of the implementation of PRDP and other future plans
 - to contribute to reviewing policy and strategy

Objectives

- PRDP was an important step for the PNA, but challenge now is to establish the 2011-13 Palestinian National Plan with wider ownership and engagement
- An evaluation of the PRDP is planned for 2010 to inform the PNP, but this will be selective and relatively small scale due to resource constraints
- Sector strategies for the PNP are being developed which require active engagement of relevant stakeholders including:
 - civil society organisations,
 - private sector
 - international agencies
- As our M&E system develops we will be able to use monitoring reports and evaluation methods to improve both the implementation of policies and supporting programmes and determine the extent to which policies are meeting their objectives

Strategic Framework

- Small M&E Team within Ministry of Planning and Administrative Development
- Establishing M&E Units within Ministries
- Reporting framework at micro (project/programme), meso (sector) and macro (strategic objective) levels
- Focus initially on monitoring systems
- Intent to develop both internal and external evaluations

Policy Arrangements

- Strategic intent to develop M&E established within 2008-10 PRDP
- Development process is seeing the establishment of a more integrated and transparent system for both drafting and evaluating public policy and associated strategies for 2011-13 Palestinian National Plan
- Strong requirement to develop technical capacity to achieve this, which is time consuming and costly

Achievements and lessons learned

- Developing a structured, practical and workable approach to M&E is an achievement
- Initial focus on pilot but high profile policy areas and institutions (e.g. health, education, agriculture) has been effective
- Strong Cabinet support essential
- Addressing technical resource constraints is challenging
- Establishing good baseline data for indicators has been problematic
- Require strong support from donors and other partners
- Need to integrate M&E into policy and strategic planning process from the start
- Establish monitoring systems before evaluation systems but begin with the end point of evaluation in mind