

Introduction

The Center for Analysis of Economic Reforms and Communication (CAERC) was established by President Ilham Aliyev's Decree No. 879 of April 20, 2016 to expand the scope of economic reforms in Azerbaijan and ensure effective coordination in this area. CAERC carries out monitoring and evaluation activities as one of its main duties. Currently, the monitoring and evaluation group of CAERC evaluates strategic roadmaps, government programs, action plans, and economic incentive projects. The monitoring and evaluation management system based on the experience of local and foreign experts, experienced specialists, consulting companies, scientific organizations, international organizations operating in the country has been formed to ensure timely and high-level implementation of activities envisaged in strategic roadmaps and other state programs. The M&E process is carried out in cooperation with the executive bodies.

Over the years, the activities of the M&E have allowed the establishment of the institutional memory of the CAERC in this area, as well as the formation of monitoring and evaluation as an institution in the CAERC. In partnership with the United Nations and the World Bank, progress has been achieved in applying best practices in the field of M&E to local conditions and capacity building, and the principles of open government and good governance have been adhered to. Since its establishment, CAERC has been one of the world's leading think tanks and the author of many innovative projects. The World Bank's report on "Building Effective, Accountable and Inclusive Institutions in Europe and Central Asia" noted that Azerbaijan has set an example of "good results-based governance" by applying innovative solutions in the field of monitoring and evaluation. The Institute for monitoring and evaluation, presented by the World Bank as a success story in the region, has been digitized on the basis of the portal www.monitoring.az with the support of BP. The portal successfully continues its activity based on the following values:

- Adherence to high professional standards
- Observe high ethical standards
- Maintain customer confidence in the monitoring and evaluation process
- Prefer the interests of statehood
- Provide flexible coordination and communication
- Ensure transparency of the monitoring and evaluation process
- Strength Accountability

Monitoring and Evaluation Experience of The Center for Economic Reforms Analysis and Communication (CAERC)

The Efficiency Assessment Department of the CAERC has been formed as an institutional structure for monitoring and evaluation activities. The department carries out monitoring, evaluation and coordination functions related to the activities envisaged in the strategic roadmaps and other state programs, as well as monitoring and evaluation of economically oriented state programs. CAERC implements the ME process using the recommendations of international organizations, as well as innovative solutions, the achievements of the World Bank, the Organization for Economic Cooperation and Development, UN agencies and other international organizations in the field of M&E.

At present, CAERC monitors and evaluates the implementation of the activities and tasks envisaged on the following documents:

- “The State Program on Ensuring Food Security in the Republic of Azerbaijan for 2019-2025”;
- “State Program on Expansion of digital payments in the Republic of Azerbaijan in 2018-2020”;
- “Action Plan on Reduction the Negative Impact of Plastic Packaging Waste on Environment in the Republic of Azerbaijan for 2019-2020”;
- “State Program for Geological Study of Subsurface and the Effective Use of the Mineral Resource Base for 2020-2024”;
- “Employment strategy of the Republic of Azerbaijan for 2019-2030”;
- Strategic Roadmaps for the national economy and 11 sectors of the economy.

“The State Program on Ensuring Food Security in the Republic of Azerbaijan for 2019-2025”

The strategic vision of the State Program for 2025 envisages the full provision of the population with healthy and safe food and thus a significant reduction in foodborne diseases, as well as increasing the productivity and competitiveness of agriculture and food, increasing exports to developed markets.

According to the relevant Decree of the President of the Republic of Azerbaijan, monitoring and evaluation of the implementation of activities envisaged in the State Program is carried out by the CAERC.

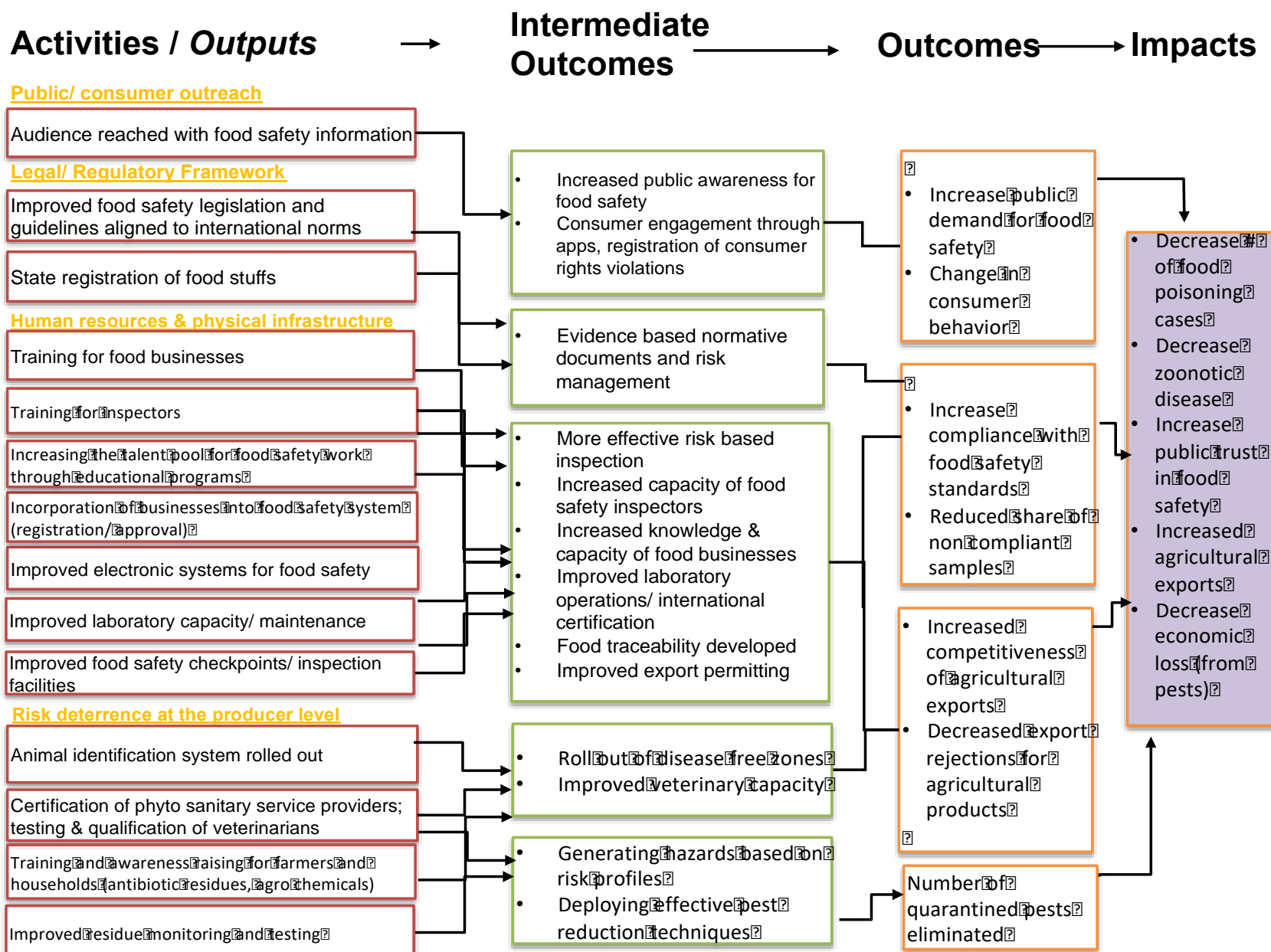
Starting from 2019, the ME report on the relevant year of the above-mentioned state program was prepared by the CAERC and submitted to the appropriate governmental agencies and the public.

Within the program the Center directly involved during indicator development process. During the monitoring and evaluation of the State Program, assessments were made on the targeted and done work on the indicators of the results framework, and deviations were identified. The evaluation of the work done was carried out on the basis of relevant supporting documents submitted by the executive bodies, discussions with relevant parties, beneficiaries and other evaluation tools. Since 2019 one monitoring and evaluation report has submitted and shared with all interested parties. During the monitoring and evaluation of the State Program, analyzes were carried out on the implemented actions on the indicators of the results framework. The implementation of measures taken in 2019 is estimated at 84 percent of 44 indicators. The achievements of international organizations in the field of results-based M&E were widely used in the preparation of the M&E report for 2019, which is the first large-scale results-based implementation and evaluation process in the country. The assessment was not based on the work done on each activity (activity-based), but on the basis of the output, outcome and impact indicators of the work done (results-based). The main executive bodies were assessed and ranked according to the implementation status.

The activities related to improving the regulatory framework for food security and infrastructure, strengthening scientific support and human resources in the field of food security, forming a system of risk analysis based on scientific evidence, developing public-private partnership, application of modern technologies and innovative solutions in the development of international cooperation, educating the public on food safety, promotion of healthy eating and protection of consumer rights were evaluated within the framework of the State Program as 12 key priorities. As a result, 8 out of the 12 planned priorities for 2019, were fully achieved and the remaining 4 were partially achieved. The M&E report for 2020 is in progress.

Along with the M&E, the CAERC provided advisory support to the Food Safety Agency of The Republic of Azerbaijan to improve the results framework for the implementation of the activities envisaged by the “Ensuring of food safety in the Republic of Azerbaijan 2019-2025”.

Logic map of “The State Program on Ensuring Food Security in the Republic of Azerbaijan for 2019-2025”

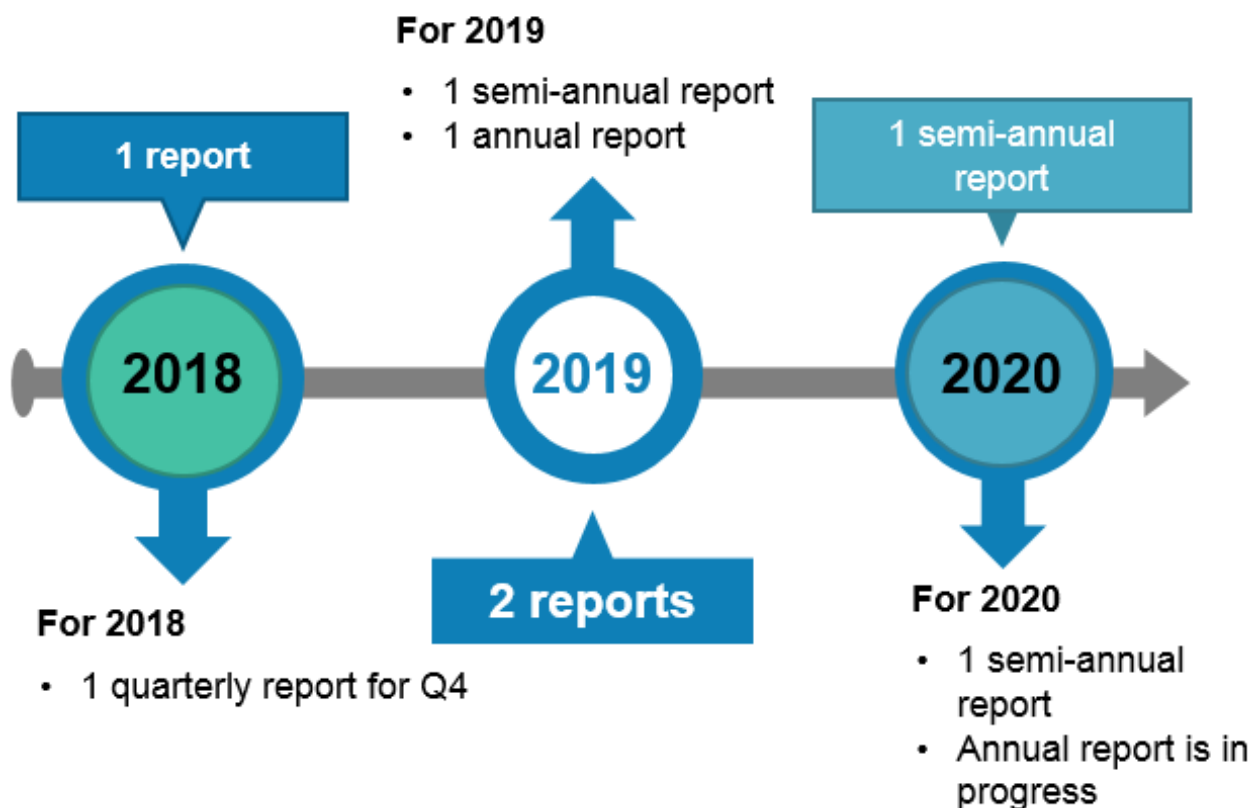


“State Program on Expansion of digital payments in the Republic of Azerbaijan in 2018-2020”

The Program is strategically aiming to significantly expand cashless transactions in the economy and thereby to minimize the volume of cash payments, to strengthen the base of financial resources of the banking sector, and to reduce transactional costs associated with cash circulation. According to the relevant order, starting from 2018, the CAERC monitors and evaluates the implementation of the activities envisaged in the State Program on the basis of the order of the Central Bank of the Republic of Azerbaijan.

Until the current period, a total of 4 reports were prepared and submitted, including Q4 2018 report, semi-annual reports for the first six month of 2019 and 2020, an annual report for 2019.

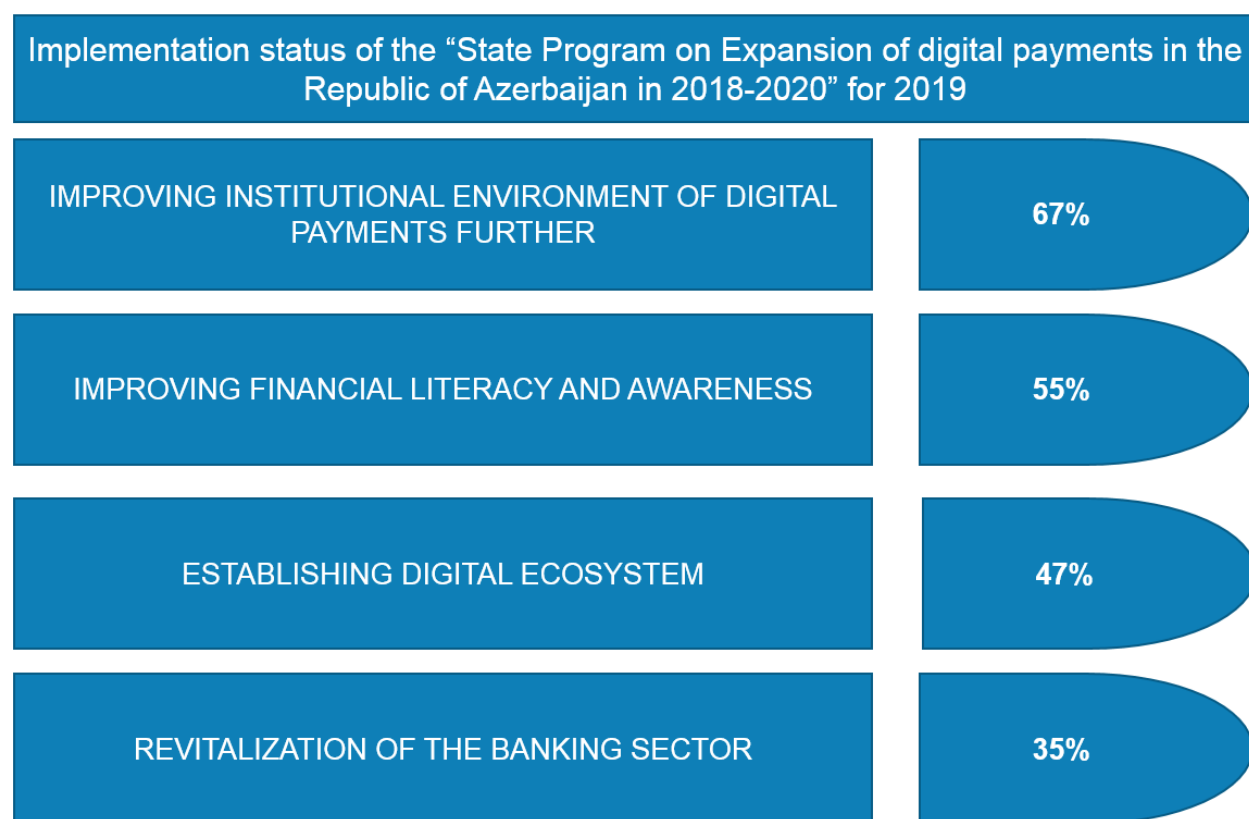
M&E reports on the “State Program on Expansion of digital payments in the Republic of Azerbaijan in 2018-2020”



A Detailed Implementation Plan has been developed, which includes sub-activities for each activity, taking into account the proposals and feedbacks of the executive and M&E implenter bodies of the state program. Each priority of the State Program was assessed by sub-activities in this track.

For the 2020 actions on the state program monitoring and evaluation has already started. We developed and sent evaluation questions to move forward the M&E process.

Based on the monitoring and evaluation of the State Program for 2019, 50% of the planned activities have been completed, 2% have been partially implemented and 48% have not been completed. The total implementation of the program for the relevant period was assessed at 51 points.

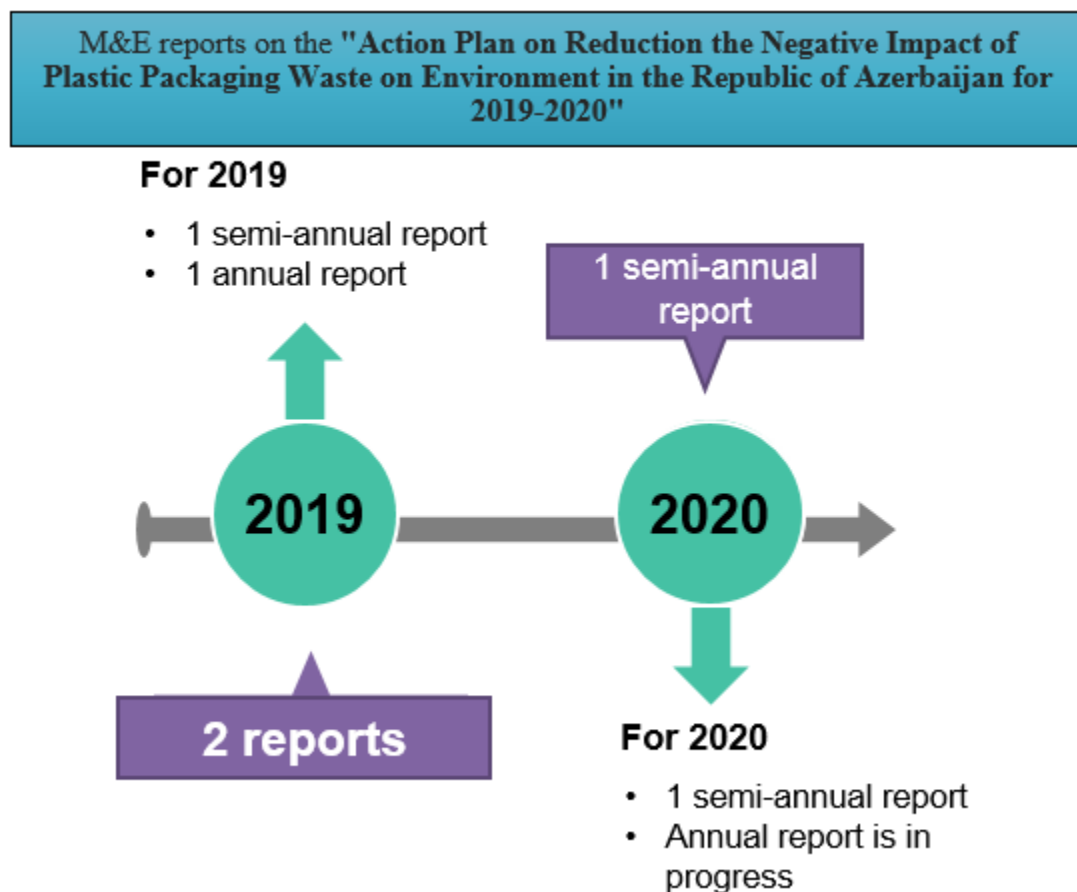


At the same time, the performance of the main executive bodies was analyzed and the agencies were ranked based on the their “implementation success”. The final M&E report for 2020 is currently underway. In this context, implemented activities targeted for 2020 will be analyzed, the

achievement and the main problems during implementation level will be determined, and the solutions will be developed.

"Action Plan on Reduction the Negative Impact of Plastic Packaging Waste on Environment in the Republic of Azerbaijan for 2019-2020"

The main goal of the Action Plan is to assess the negative impact of mass use of plastic packaging products on plants, animals, land and water resources and based on the assessments implement activities to reduce pollution in these areas. According to the relevant order, starting from 2019, the CAERC conducts monitoring and evaluation of the implemented activities envisaged in the State Program.



So far, a total of three reports have been prepared and submitted accordingly. At the same time, it should be noted that the last two M&E of the action plan were carried out through the electronic platform called www.monitoring.az for the first time in Azerbaijan.

Self-employment activities

The activities carried out in the scope of self-employment were monitored and evaluated, a report was prepared and submitted to the relevant authorities by CAERC. The M&E conducted by the CAERC, as well as the recommendations given, created opportunities for the expansion of ongoing activities on the self-employment program, in the coming years.

“State Program for Geological Study of Subsurface and the Effective Use of the Mineral Resource Base for 2020-2024”

The State Program adopted on 16 March 2020 by order of President of Azerbaijan intensifies exploration and formation of a mineral raw material base, its expansion, encourages the development of mining industry. The State Program contains conducting systematic geological surveys, implementing prospecting and exploration, mineral resource estimation, the depth structure of the Earth, exogenous geological processes, efficient use of mineral resources and other global challenges.

According to the relevant Order of the President of the Republic of Azerbaijan, CAERC has been instructed to monitor and evaluate the implementation of the activities envisaged in the Action Plan on the basis of the order of the Ministry of Ecology and Natural Resources.

Starting from this year, CAERC monitors and evaluates the full, effective and timely implementation of the measures assigned under the "State Program for Geological Study of Subsurface and the Effective Use of the Mineral Resource Base for 2020-2024". For raising quality of M&E process the methodological framework of the program was prepared and presented to the executive body.

In the monitoring and evaluation process, the CAERC will prepare a final evaluation report by analyzing the information and the relevant supporting documents provided by The Ministry of Environment and Natural Resources who is the main executive body.

In addition to conducting the M&E, CAERC was closely involved in the preparation of the Detailed Implementation Plan of the Program, provided feedback and suggestions to the plan. The M&E process is currently in progress. The evaluation questions related to the planned activities for the 2020, were sent to the main implementor body.

“Employment Strategy of the Republic of Azerbaijan for 2019-2030”

The Employment Strategy of the Republic of Azerbaijan for 2019-2030 is adopted with the Presidential Decree dated October 30, 2018. The strategy has six main directions, which include development of skills and competencies of workforce and upgrading the labour standards.

Main targets related to vocational education in the strategy:

- %age of young people not in education, employment or training: 15%
- Employment of people registered in State Employment Services: 70%
- Providing vocational training to unemployed: 20%
- Regional vocational training centres: 10
- Developing occupational standards for all the occupations in the labour market
- Formation of validation of non-formal and informal learning

The strategy focuses on the following issues:

- ✓ Improving the legislative framework and institutional structure for the regulation of the labor market, which allows the development of employment and the provision of decent work;
- ✓ Improving the skills of the workforce, increasing labor productivity, expanding the scope of active employment policy;
- ✓ Strengthening the integration and inclusion of vulnerable groups of the population into the labor market;

- ✓ Providing continuous social dialogue, updating labor standards, developing of the labor market monitoring and forecasting system;
- ✓ Ensuring the transition of employment policy from extensive to intensive.

According to the relevant Order of the President of the Republic of Azerbaijan, the monitoring and evaluation of activities is carried out by the CAERC in order to ensure the efficiency and effectiveness of the planned implementation of the Strategy. The M&E is based on a methodological framework developed in accordance with international and local experience.

In addition to monitoring and evaluation activities, the CAERC was directly involved in the development of a Detailed Implementation Plan to increase the effectiveness of the fulfillment of activities envisaged in the Action Plan of the Strategy. CAERC held discussions with key executive bodies of the Strategy activities and provided feedback and suggestions on each sub-event.

Monitoring and evaluation of Strategic Road Maps

Strategic roadmaps are of great importance in the post-Soviet states in terms of being the first such document adopted with the participation of all stakeholders and open public in the light of new economic challenges. Monitoring and evaluation of the activities envisaged in the SRM, approved by the Decree of the President of the Republic of Azerbaijan No. 1138 of December 6, 2016 “Strategic Road Maps of National Economy and main sectors of economy” is carried out by CAERC starting from 2017. CAERC conducts M&E of the national economic perspective and roadmap for 11 economic sectors, based on the institutional memory and experience developed within it, as well as in accordance with international methodologies.

Strategic roadmaps of Azerbaijan Republic

	Strategic Roadmap for the National Economy Perspective of the Republic of Azerbaijan
	Strategic Roadmap for the Development of the Oil and Gas Industry (including chemical products) of the Republic of Azerbaijan
	Strategic Roadmap for Production and Processing of Agricultural Products in Azerbaijan
	Strategic Roadmap for the Production of Consumer Goods at the Level of Small and Medium Enterprises in the Republic of Azerbaijan
	Strategic Road Map for the Development of Heavy Industry and Machinery Manufacturing in the Republic of Azerbaijan
	Strategic Roadmap for the Development of Specialized Tourism Industry in the Republic of Azerbaijan
	Strategic Roadmap for the Development of Logistics and Trade in the Republic of Azerbaijan
	Strategic Road Map for the Development of Affordable Housing in the Republic of Azerbaijan
	Strategic Roadmap for the Development of Vocational Education and Training in the Republic of Azerbaijan
	Strategic Roadmap for the Development of Financial Services in the Republic of Azerbaijan
	Strategic Roadmap for the Development of Telecommunications and Information Technologies in the Republic of Azerbaijan
	Strategic Roadmap for the Development of Utilities (electricity and heat, water and gas) in the Republic of Azerbaijan

In accordance with the program management, discussions were held with the executive bodies on the issues of implementation, monitoring, evaluation, coordination and communication. During discussions opinions and suggestions of all stakeholders were collected. In the scope of M&E, the reports and data received from about 50 government agencies were analyzed and the relevant M&E reports were prepared. Reports on the rating of the executive bodies and activities done. The reports contain analyzes of the activities done, the results of the M&E, as well as recommendations for solving problems encountered in the implementation process and achieving the set goals. The reports are submitted to the state bodies with the state of implementation of each priority, activity, sub-activity and the final result of the M&E questions. In addition, separate analyzes of the proposed strategic goals, as well as the performance indicators of each priority are prepared and submitted to government agencies in a comprehensive manner.



Events for a better evaluation

CAERC regularly holds discussions with executive bodies, international organizations and other partners on the implementation, monitoring, evaluation, coordination and communication of strategic roadmaps, government programs and other economic activities. Strategic roadmaps have a special place in CAERC's M&E activities. Discussions were held on the implementation of each strategic roadmap during the relevant periods and an analysis of the activities taken was conducted.

Discussions were held with the executive bodies on the **“Strategic Roadmap for the National Economy Perspective of the Republic of Azerbaijan”** in 2017-2020. It was noted at the meetings that the agencies responsible for the implementation of the road map have mobilized all resources for the timely and quality implementation of the planned activities. During the discussions, the implementation status of the activities planned and ongoing by the relevant agencies and the difficulties encountered in this process, the opportunities to accelerate the implementation of tasks were analyzed. Activities to strengthen fiscal sustainability and adopt a sustainable monetary policy, implement reforms related to privatization and state-owned enterprises, and develop human capital and a favorable business environment as the main directions of economic reforms in the country envisaged in the Strategic Roadmap were discussed. In the discussions it is also noted that significant progress has been made in this direction over the past years and necessary steps have been taken. Implementation of strategic roadmaps, establishment of monitoring and evaluation mechanism contributed to irreversible and systematic economic reforms.

During the discussion of the implementation of the **“Strategic Roadmap for the Development of Affordable Housing in the Republic of Azerbaijan”**, it was stated that 2 strategic targets, 6 strategic priorities and 18 activities are planned to implement this roadmap. During the meetings, it was noted that the focus is on enhancing the level of design and implementation of affordable housing, reducing the cost of project implementation as a result of the involvement of vacant state-owned land in housing construction. The meetings focused on strategic goals such as further improving the housing conditions of low-income families, increasing the competitive environment in the construction sector and ensuring the sustainability of the sector's development dynamics.

The issues of implementation, monitoring, evaluation, coordination and communication in accordance with the program management were discussed at the events organized by CAERC on the implementation status of the **“Strategic Roadmap for the Development of Utilities (electricity and heat, water and gas) in the Republic of Azerbaijan”**. In this road map, it has been planned to implement activities on 7 strategic targets and 14 strategic priorities. During the meetings, it was noted that the main courses of this roadmap are to ensure sustainability and efficiency in the regulation of the utilities sector, to ensure fully diversified and environmentally friendly electricity generation, to apply world average efficiency and quality standards and to launch mechanisms. Moreover, the development of efficient and effective gas distribution infrastructure, the establishment of a high-level water management structure, measures to reduce losses and ensure efficiency in water supply and the creation of sustainable and reliable heat supply infrastructure were noted as necessary steps.

Also, during the discussions on the **“Strategic Roadmap for Development of Financial Services in the Republic of Azerbaijan”**, the implementation status of planned and ongoing activities and the difficulties encountered in this process, opportunities to accelerate the implementation of tasks were analyzed. The meetings focused on the restructuring and capitalization of banks, asset recovery, insurance market development, strengthening financial inclusion, capital and money market development, creating a favorable environment for market participants, developing credit information exchange system, establishing working mechanisms to protect creditors' rights, standardization of court decisions and enforcement discipline issues. During the sessions participants stressed the importance of increasing the resilience of the financial system to internal and external shocks, improving the quality of risk management processes, strengthening the infrastructure of the financial system, increasing the development potential of the financial system as a key factor in ensuring socio-economic development.

Other strategic roadmap which its results of monitoring and evaluation are discussed is **“Strategic Roadmap for Production and Processing of Agricultural Products in Azerbaijan”**. Issues of strengthening institutional capacity to ensure food security, facilitating access to finance, development of the market of means of production in agriculture, development of agricultural science, education and information and advisory services, increasing employment in rural areas and improving the welfare of the population were discussed in the meetings. It was noted in the

discussions that substantial increases in productivity have been achieved in vegetables, melons and some fruits.

During the meetings on the **“Strategic Roadmap for the Development of Logistics and Trade in the Republic of Azerbaijan”**, the implementation status of the activities planned and ongoing by the relevant agencies and the difficulties encountered in this process, opportunities to accelerate the implementation of tasks were analyzed. The meetings focused on the importance of activities taken to increase the competitiveness of the North-South and East-West transport corridors in the socio-economic development of the country. The targets of this strategic roadmap were to create a favorable environment for increasing trade through Azerbaijan, to achieve higher value from transit trade, and to apply important incentives for logistics and trade.

Other roadmap that is regularly discussed is **“Strategic Roadmap for the Development of Specialized Tourism Industry in the Republic of Azerbaijan”**. During the discussions, it was noted that in order to achieve the goals envisaged in the map it is planned to implement activities on 4 strategic targets and 16 strategic priorities. These targets include in activities to fully realize the tourism potential of Baku by attracting more foreign tourists, to create a favorable environment for the development of the tourism sector in the country, to develop regional types of tourism for local and regional tourists, and to create a national tourism quality system. It was noted during the discussions that the results of the work done in the country in the framework of the implementation of strategic roadmaps in the field of tourism are also approved by reputable international rating agencies. Thus, Azerbaijan received a maximum of 5.1 out of 7 points in the business environment, which is one of the main indicator groups of the World Economic Forum's report "Tourism and Travel Competitiveness", which allowed the country to move from 57th to 28th place in the relevant indicator, based on the achievement the country was rated as "most developed" on the relevant indicator.

“Strategic Roadmap for the Production of Consumer Goods at the Level of Small and Medium Enterprises in the Republic of Azerbaijan” aims 5 strategic targets and 21 strategic priorities. The targets involve improving the business environment and regulatory framework for SMEs, ensuring efficient and effective access of SMEs to financial resources, internationalizing SMEs and increasing access to foreign markets, advancing the knowledge and skills of SMEs, accelerating the application of best practices, promoting innovation, expanding research and

development activities. As part of the implementation of the Strategic Road Map, SMB Development Agency, the State Agency for Antimonopoly and Consumer Market Control, the "Licenses and Permits" portal, the Mortgage and Credit Guarantee Fund, and the state register of encumbrances on real estate have been established. Activities were also taken to apply the impact analysis of the legislation, to increase share of SMEs in public procurement, to provide residents of industrial clusters with discounts and benefit.

CAERC have also conducted ME activities of “**Strategic Roadmap for the Development of Heavy Industry and Machinery Manufacturing in the Republic of Azerbaijan**”. During the ME discussions, it was noted that activities to optimize assets, create a competitive sector, provide financial support and implement international cooperation are of particular importance. As a result of the reforms, an investment database was created. Corresponding activities have been taken to improve the investment climate by further simplifying procedures governing business processes.

International cooperation

The Center for Economic Reform Analysis and Communication draws on international experience in its monitoring and evaluation activities. Thus, modern methodologies and innovations are applied by CAERC in the implementation of monitoring and evaluation activities. In 2020, CAERC's M&E activities were adopted as a "results-based good governance" paradigm by implementing innovative solutions in Europe and Central Asia and presented as an example to other countries in the World Bank report. Also, CAERC's M&E mechanism is currently one of the nominees for the World Bank's Transformation Assessment Award. CAERC carries out monitoring and evaluation of activities of industrial parks, neighborhoods and agro-parks, as well as discusses the results of economically oriented government programs with development partners, which reflects compliance with the principles of good governance and open government. Implementation of the principles of good governance and open government, in turn, contributes to donor coordination. The close acquaintance of development partners with the reforms implemented in the country provides a basis for strengthening coordination in technical support, capacity building, financing and other issues. This leads to an increase in the effectiveness of cooperation between international organizations and the Government of Azerbaijan, and higher

results with less resources. At the same time, cooperation between government agencies and development partners is important for the application of best international practices in the design, implementation, monitoring, evaluation and communication of reforms. CAERC evaluates about 20 projects implemented in Azerbaijan not only by the state, but also by international organizations. This ensures the diversification of monitoring and evaluation, strengthens cooperation of experience. CAERC cooperates in the field of M&E with such influential international organizations as UNDP, World Bank, UN, Asian Development Bank. Business meetings, trainings, seminars, discussions, knowledge fairs are regularly held in cooperation with international organizations. CAERC organized meetings and discussions with the World Bank on private sector development, monitoring survey data analysis, social reforms, macroeconomic framework, fiscal and monetary policy, transparency and efficiency issues.

Discussion of industrial sector development issues

A meeting was held between CAERC and the World Bank's special delegation on private sector development. During the meeting, several topics were discussed, including the development of the industrial sector, diversification and integration into the global value chain, among others.



Meeting on conducting and analyzing the monitoring survey on social welfare



Meeting with representatives of the World Bank at CAERC focused on the conduct of the Monitoring Survey on Social Welfare of Azerbaijan and the analysis of the results. The purpose of these surveys was to assess the effectiveness of social protection, in general, and targeted social assistance programs.

Discussions on increasing the transparency and efficiency of public organizations

Discussions were held with international experts on increasing the transparency and efficiency of public organizations in Azerbaijan. The measures taken in the country to improve the working environment, increase the transparency and efficiency of government agencies and approaches to reform were discussed in the meeting. The mission's analysis of the legal and regulatory framework for corporate governance of state agencies, the relevant institutional mechanisms in this area, the transparency and accountability of the information of these organization were discussed in the meeting.



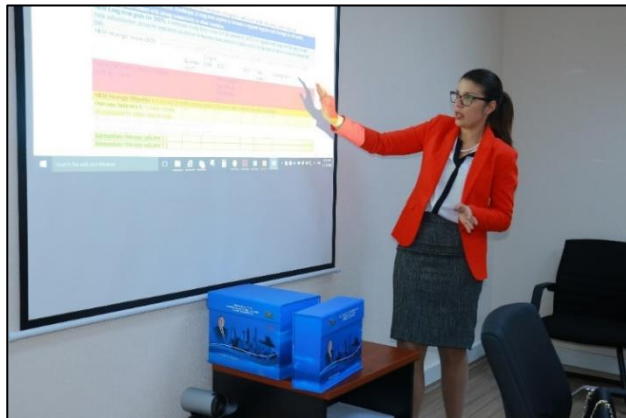
Training on the operation, monitoring and evaluation of industrial parks and districts

CAERC held a training on "Operation, monitoring and evaluation of industrial parks and districts" in cooperation with the World Bank. The methods of preparing statistical data on the activities of residents of industrial parks, the rules of legislation in the field of monitoring their activities and a comparative analysis of world experience were reviewed at the event. Representatives of industrial parks, agro-parks and ministries took part in the training, which aimed to gain a positive impact from foreign experience in the development of industrial parks and districts. At the end of the training, the participants' questions were answered by experts, and participants were awarded with certificates.



Strategic Roadmap Monitoring and Evaluation Support Training

CAERC has also provided training to support the monitoring and evaluation of strategic roadmaps with the involvement of international experts for the application of international best practices in monitoring and evaluation. The training was conducted in cooperation with the World Bank. Employees of the Center for Economic



Reforms and Communications shared their international experience in the training organized on the basis of CAERC's appeal to the World Bank.

The training emphasized that the M&E is an important part of strategic management. The competencies, knowledge and skills gained from this training program based on international experience have been widely used in CAERC's M&E activities in the next years.

Discussion of the Institute for Monitoring and Evaluation with the United Nations Development Program

Within the framework of the cooperation, the directions of cooperation and exchange of experience were discussed during the discussion of the M&E Institute at CAERC with UNDP Resident Representative Alessandro Fracassetti. UNDP Resident Representative Alessandro Fracassetti stressed the importance of taking into account the Sustainable Development Goals in



Azerbaijan in the development of adopted strategic development documents and relevant state programs, as well as the establishment of a funding framework to achieve these goals in the country.


European and Central Asian Regional Governance Conference

Vusal Gasimli, Executive Director of the Center for Economic Reforms Analysis and Communication, Doctor of Economics, made a presentation at the conference organized by the World Bank in Ankara on "Creation of Effective, Accountable and Inclusive Institutions in Public Administration" and presented Azerbaijan's experience. It was reported at the event that under the leadership of President Ilham Aliyev, the institute of M&E is being formed in Azerbaijan as part of strategic management. It was also noted that Azerbaijan is ready to share its experience in the field of M&E with other countries.




Global Evaluation Initiative

CAERC was represented by Executive Director Vusal Gasimli at the Global Assessment Week, held from May 31 to June 4, 2021, as part of the Global Assessment Initiative (GEI) organized by the World Bank and the United Nations Development Program. The Executive Director spoke at the event on "The role of monitoring and evaluation in improving public management: Case of Azerbaijan". The speech reviewed the process of developing institutional capacity for monitoring and evaluation of strategies and national programs, and highlighted the

**gLOCAL**
EVALUATION WEEK
2021





MAY 31 – JUNE 4
Sharing local and global
M&E knowledge



THE ROLE OF MONITORING AND EVALUATION IN IMPROVING PUBLIC MANAGEMENT: CASE OF AZERBAIJAN
Evaluation Capacity Development | Panel | Single Session
Organized by Center for Analysis for Economic Reforms and Communication of Azerbaijan
Co-Organized by UNDP Country Office in Azerbaijan

Summary
The event will outline the process of building the institutional capacity for monitoring and evaluation of the strategies and national programmes. The specific focus will be made on the advantages of the result-driven performance of government agencies to increase the effectiveness of its public spending in Azerbaijan.

Event Details
Date: May 31
Time: 11:00 AM Local Time | 7:00 am GMT
Duration: 1 hr 00 Mins
Location
City: Baku
<http://iqisadiislahat.org/>
[View Map](#)



Speaker, Presenter, or Instructor
Prof. Dr. Vusal Gasimli, Center for Analysis of Economic Reforms and Communication of Azerbaijan, Executive Director
Prof. Dr. Vusal Gasimli was awarded with a certificate of completion for the "Leading Economic Growth" Executive Education Program, at Harvard University. Previously, he served as a consultant at ADB, an expert at the EU. He was a head of department at the Center for Strategic Studies (SAM) in Baku.

About Center for Analysis for Economic Reforms and Communication of Azerbaijan
The objectives of the Center for Analysis of Economic Reforms and Communication is to develop proposals for realization of economic reforms based on analytical data by conducting analyses and researches on macro - and micro - economic levels directed to ensuring sustainable economic development of the country, as well as prepare mid - and long-term forecasts, provide government authorities and agencies with the same and organize promotion of the achievements made by the Republic of Azerbaijan in various sectors of the economy.

advantages of results-based activities of government agencies to increase the efficiency of public spending in Azerbaijan.

Workshop with the World Bank on "The role of monitoring and evaluation in governance improvement"

The seminar on "The role of monitoring and evaluation in improving governance" in cooperation with the World Bank was dedicated to the national monitoring and evaluation potential



in Azerbaijan. The expert support provided by the World Bank in developing a methodology and framework for building monitoring and evaluation capacity in Azerbaijan, monitoring and evaluation of strategic roadmaps was noted at the event. The role of CAERC in the preparation and publication

of M&E reports, as well as in building one of the world's most advanced systems based on the results-based M&E methodology of government programs was praised. It was noted that the cooperation of CAERC with the world's leading institutions and networks in the field of M&E and the introduction of innovative digital technologies such as the portal "www.monitoring.az" is commendable.

In another meeting with the World Bank, the importance of the knowledge fairs held at the CAERC was stressed. That knowledge fairs on the basis of the World Bank's assessment reports involved logistics, trade, agriculture, education and other sectors. Prospects for future cooperation in the restoration of Azerbaijan's recently-liberated regions, a "smart village" development plan, regional logistics and trade opportunities were discussed. The World Bank's support for the CAERC's integration into international monitoring and evaluation organizations and the implementation of joint projects were discussed. The agenda of the meeting also included the continuation of joint cooperation between the CAERC and the World Bank in the field of human capital development, finance, "smart village".