

## Country 2: **Republic of Compliance**

The Republic of Compliance has been working on adopting a results-oriented approach for years. There is a general consensus among political parties about the importance of M&E to design better public policies and achieve better results that improve people's lives. Significant efforts have been carried out to institutionalize M&E activities with a whole-of-government perspective, and the main accomplishment so far is the approval and adoption of the *National M&E Policy of Compliance* two years ago.

Some concerns have arisen because, despite having an M&E normative framework and a national evaluation agenda, there is a lack of guidelines and handbooks to guide the implementation of M&E activities. Also, there is a need to identify clear responsibilities within the process of implementing the M&E functions at a national and subnational level, as well as the need of adopting mechanisms to promote the use of M&E results. The lack of this framework to execute M&E activities has led the Ministries to develop M&E activities without clear objectives and timelines, and to recurring breaches by delivering incomplete information in a non-timely manner.

Some ministries have received funds of international development partners and, as part of the requirements, the M&E units within those ministries had to receive intense training in M&E because they would have to deliver periodic M&E reports. As there are no continuous capacity building programs in the country of Compliance, only these ministries have high capacities to conduct M&E activities, while the rest have low to non-technical capabilities. Also, this has led to M&E activities in the public sector being limited only to projects financed by international organizations.

In terms of evidence use, there is a high demand for results by different sectors such as the Legislative branch, media, private sector, NGOs, CSOs and the opposition parties. However, the results of M&E activities are documented in big reports written with a technical language. Also, there is a lack of transparency. The results reports are not publicly available, and the information request process is slow and inefficient. It is crucial to identify key users and develop different versions of results documents that consider the different information needs of the stakeholders to impulse the use of M&E evidence.

Shock: The Executive branch of the government is negotiating a medium-term loan with the IMF to implement different social programs operated by ministries such as Social Development, Labor, and Tourism. These programs are part of a coordinated strategy overseen by the Ministry of Planning to achieve national goals stated in the National Development Plan 2020 – 2030. The IMF has stated that, as part of the requirements to approve the loan, the Ministry of Planning should develop a coordinated M&E strategy to follow up the implementation of the programs and should be ready in two months. The Ministry of Social Development has an M&E unit and has received training by the Global Evaluation Initiative; however, the Ministries of Tourism and Labor don't have dedicated staff for M&E activities and lack of capacities. As the time is a pressing issue, as well as limited resources, there are no options for capacity building within these ministries.