



Sistema Económico
Latinoamericano y del Caribe

Latin American and Caribbean
Economic System

Sistema Económico
Latino-Americano e do Caribe

Système Economique
Latinoaméricain et Caribéen

Report on the compliance with Decision 521

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*Permanent Secretariat
Caracas, Venezuela
October 2012
SP/Di N° 22-12*

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F O R E W O R D

The capacity of the Latin American and Caribbean Economic System (SELA) to respond to the variable regional and international environment, as well as its efficiency and effectiveness in carrying out its statutory responsibilities, has been a subject of recurring interest to Member States and the Permanent Secretariat throughout the existence of the organization.

This renewed and greater interest has been evident particularly after the adoption of Decision N° 513 at the XXXVI Regular Meeting of the Latin American Council in 2010. The intensive informal consultations conducted in 2011 led to the identification of lines of action aimed at promoting impact and efficient activities of the organization as required by the current regional political moment, whose main expression has been the creation of the Community of Latin American and Caribbean States (CELAC) on the occasion of the Summit of Caracas, held on 2 and 3 December 2011.

Decisions N° 527 and 521 of the XXXVII Latin American Council ratify this approach by requesting the Permanent Secretariat to attach priority, in implementing its Work Programme for 2012, to the activities of CELAC and by establishing guidelines with specific lines of action to implement a mechanism for evaluating the work of the organization and promoting the effectiveness of its tasks.

Thus, the tasks described in this report have been launched during the financial year 2012. In this connection, it is worth noting the motivation, participation and contribution of the Member States within the framework of the Informal Working Group.

I. INTRODUCTION

In compliance with Decision N° 521 of the Latin American Council, adopted at its XXXVII Regular Meeting in October 2011, the Permanent Secretariat convened and held a plenary meeting on 7 May 2012 and three meetings with the various subregional groups on 14, 18 and 21 June. The events took place with the participation of heads of mission, representatives of Embassies of Member States accredited to Caracas and the Permanent Secretary on behalf of the regional organization.

At these meetings, the Member States gained knowledge about the activities of the Permanent Secretariat as regards the implementation of the Work Programme and in particular the linking of its activities with those of the Community of Latin American and Caribbean States (CELAC), as set forth in Decision N° 527 (for more information, see: *Report on the activities of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), October 2011 - April 2012. SP/Di. N° 06-12; and the Report on the Meeting to follow up the Work Programme of the Permanent Secretariat, October 2011 - April 2012, SP/RSPT – SELA/IF-12*).

In addition, pursuant to guidelines suggested during consultations in 2011 within the framework of Decision N° 513 (see *Report on the compliance with Decision N° 513 of the XXXVI Regular Meeting of the Latin American Council, SP/CL/XXXVII: O/Di. 32 - 11*), they led to a process of informal consultations, organized by subregional areas, on the direction and contents of the Draft Work Programme of the Permanent Secretariat for the year 2013, in order to assess the specific guidelines of the Member States.

The Informal Working Group held seven meetings on 16 May, 13 June, 12 July, 2 August, 4 and 15 September 2012, and two meetings at the level of Working Sub-Group on 13 and 27 September.

The agenda developed by the Informal Group included the following topics:

1. Draft Work Programme of the Permanent Secretariat for the year 2013;
2. Application of Articles 3 and 4 of Decision N°. 521, related, respectively, to the initiation of a "joint and gradual effort to implement a mechanism for evaluating the results of the work carried out by the organization and its impact..." and "the outcome assessment methodology, based on quantitative and qualitative parameters," which shall be the basis for this assessment;
3. Analysis of a new format for presenting the reports.

II. MEETINGS OF THE INFORMAL WORKING GROUP

First meeting of the Informal Working Group (16 May 2012)

In consideration of the informal consultations on the Draft Work Programme for 2013, scheduled for the month of June by the Permanent Secretary, the first meeting of the Informal Group agreed to focus its deliberations on the issue of mechanisms for evaluating the results (Decision N° 521, Articles 3 and 4).

As a contribution to the analysis on the topic, the Permanent Secretariat presented the document "A results-based management system for SELA's programmes and projects"

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(SP/Di N° 8-12), which contains a proposal for a model on the subject based on international experiences and operational characteristics of the organization.

In this regard, participants recognized that, by its nature, the work of SELA combines qualitative and quantitative methods with different weightings, depending on the focus areas of the work programme. They decided that the methodology to be developed should be simple and perfectible as a result of a gradual process of successive approximations. They also considered that the methodology should be participatory, involving both the Secretariat and the Member States, and that the contribution of institutions specializing in this topic would be of significance.

Based on these considerations, the Informal Group agreed to:

1. Prepare the Draft Work Programme for the year 2013 on the basis of a consultation process between the Secretariat and the Member States;
2. Recommend the criteria of simplicity and immediate applicability in the definition of the methodology. In this regard, a time frame should be established for studying the document prepared by the Permanent Secretariat on the results-based evaluation, and a second meeting of the group should be convened, open to the participation of experts in the field.

Annex: "A results-based evaluation. An approach to the definition and implementation of the results-based management by SELA". Institutional presentation. Caracas, 16 May 2012.

Second meeting of the Informal Working Group (13 June 2012)

The Informal Working Group resumed the analysis of the results-based evaluation methodology. In this regard, at the request of the Brazilian representation, the Institute for Applied Economic Research (IPEA), in its capacity as an entity specialized in the field, presented a proposal for a results-based evaluation methodology associated with the results-based management, based on the characteristics and objectives of SELA and aimed at making emphasis on its activities, encouraging the participation and promoting an evaluation culture.

The proposed evaluation methodology, suggested as an input for the work of the Group, is based on four criteria or phases (relevance, effectiveness, efficiency and sustainability) and the definition of outcome and impact indicators. In addition, it includes lines of work or procedures to carry out the evaluation and an indicative questionnaire for impact and results-based evaluation at each stage. The Informal Working Group agreed to take time to analyze the proposal.

Recalling the mandates of the Panama Convention, the Permanent Secretariat stressed that, in the current regional context, defined by the CELAC process, all regional and subregional organizations are called upon to perform a similar evaluation exercise, so that the Member States have a comparative perspective of the strengths and contributions of each of them.

Annex: "Methodology for impact and results-based evaluation of SELA's actions. Institute for Applied Economic Research (IPEA), Brazil". Caracas, 13 June 2012.

Third meeting of the Informal Working Group (12 July 2012)

The Informal Group took up the review of the results-based evaluation methodology, and discussed the topic of a “new format for drafting reports,” as set forth in Article 4, paragraph 2, of Decision N° 521.

As regards the methodology, the Permanent Secretariat presented a comparison of the two proposals made by the Informal Group and recognized that they are complementary. It identified common aspects and those that, in the opinion of the Permanent Secretariat, require consensus, in particular the indicators to be used according to the project; details in their definition of concepts such as output, outcome or impact indicators; the scope of the questionnaire to be used; and the relevance of the participation of external organizations in the evaluation of SELA’s work.

As a recommendation, the Permanent Secretariat proposed to adopt the results-based management (RBM) methodology for SELA’s projects, along with the Logical Framework approach, in the context of the evaluation process (*ex ante*, ongoing and *ex post*).

After general considerations on the scope of the two proposals, the Working Group agreed on the need to take time to receive input from the Member States and decided to take up the issue in early September.

Annex: “A results-based management system for SELA’s projects”. Institutional presentation. Caracas, 12 July 2012.

Fourth meeting of the Informal Working Group (2 August 2012)

Considering that the issue of the results-based evaluation would be resumed in September, giving the Member States time to formulate their comments on the proposals already submitted or make further contributions on the subject, the Informal Group focused its deliberations on the review of the Draft Work Programme of the Permanent Secretariat for the year 2013.

The presentation of the Draft Work Programme by the Permanent Secretariat reflected both the base proposal and the remarks arising from informal consultations between the Permanent Secretary and its Member States. Such proposal was kept open for incorporating additional suggestions from Member States, the scope of the interaction with the Pro Tempore Presidency of CELAC, and any further development leading to mandates for the organization. In this connection, a comprehensive presentation and consideration was made by subject area and activity.

Member States asked for explanations and made specific suggestions regarding the various activities, which were duly cleared by the Secretariat.

As a result of discussions, the Draft Work Programme was considered as approved in the first instance. Participants agreed that it should be open for formal approval no later than the fifth meeting of the Informal Group, so that it can be distributed early enough as a working document of the Latin American Council.

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Fifth meeting of the Informal Working Group (4 September 2012)

Subject to any adjustment resulting from mandates that may be adopted within the framework of CELAC and to the inter-agency cooperation that this process promotes, the Draft Work Programme for 2013 was considered coherent and consistent. A recommendation was made for the Permanent Secretariat to submit it as draft decision for consideration of the Latin American Council.

As regards the results-based evaluation, the Group decided that an open-ended Working Sub-Group should develop a proposal based on available technical inputs (IPEA and PS-SELA), on the understanding that it would be a simple and perfectible methodology. The goal is for the Sub-Group to submit its recommendation to the Council, without prejudice of the potential advisability of renewing the mandate of the Sub-Group in relation to this issue beyond the Council, in view of the requirements imposed by the electoral situation in the host country.

Regarding the methodology for drafting reports, given the different nature of the documentation produced by SELA, the following recommendations were made:

1. Substantive aspects should be prioritized over those of protocol nature in final reports on events, and the rapporteur's report should be synthesized;
 2. It is recommended to continue the practice of including an "Executive Summary" in working and informative documents;
 3. The "Conclusions and Recommendations" of events should be highlighted. It is recommended to continue the practice of giving reasonable time for review and, if appropriate, making comments or remarks;
 4. As for technical cooperation events, detailed rapporteur's reports are advisable;
 5. The use of information and communication technologies should be encouraged.
- Participants recommended fostering increased information flow and closer relations between the Secretariat and Member States.

In this connection, it was suggested to prepare a report model to be submitted for consideration of the Latin American Council.

First meeting of the Working Sub-Group (13 September 2012)

The Sub-Group resumed the analysis of the results-based management methodology to define a proposal that could be submitted for consideration of the Latin American Council. In this regard, the proposal made by the Institute for Applied Economic Research (IPEA) was reiterated and its main elements were taken into consideration.

Based on four criteria (relevance, effectiveness, efficiency and sustainability), and given the set of qualitative and quantitative indicators to be used according to the nature of SELA's work, the evaluation proposed by IPEA involves Member States, the Secretariat and an independent third party.

When considering the recommendation of adopting this methodology, the Sub-Group faced two additional lines of thought about its implementation: the scope of the third party's involvement in the evaluation of the operational processes of an inter-governmental body and the scope of its implementation in the terms of the governance of the organization.

During the exchange of ideas on these issues, the Sub-Group concluded that the most important task in the immediate term is to adopt a results-based evaluation methodology, for which the participation of the Secretariat and Member States and a decision by the Latin American Council were considered necessary. In this regard, the delegation of Brazil offered to provide a draft decision to endorse the adoption of the methodology proposed by IPEA.

Second meeting of the Working Sub-Group (27 September 2012)

The Permanent Secretariat submitted for consideration of the Working Sub-Group the note for discussion "Editorial guidelines for SELA reports and documents," which formulates a proposal for guidelines to comply with Decision N° 521, Article 4, paragraph 2, about a new format for the presentation of reports.

These guidelines are based on those suggested by Member States during discussions on the topic at the fifth meeting of the Informal Group (4 September 2012) and the recommendations by the Permanent Secretariat.

Annex: Editorial guidelines for SELA reports and documents. 24 September 2012.

As regards the results-based evaluation methodology and as a follow-up to what was agreed at the previous meeting of the Sub-Group, the Brazilian delegation presented a Draft Decision and explained its coverage. This proposal would make it possible to formally select an assessment methodology and ask the Informal Working Group to define a mechanism or instance to carry it out. This project would be formalized through the appropriate diplomatic channels and would be submitted for consideration of the Latin American Council.

Annex: Draft Decision.

In relation to the proposal, it was considered necessary to distribute it among all representations, and it was deemed convenient to give time for consultations in each Member State.

In turn, the Permanent Secretariat stressed the need to assess the scope of the proposal from the legal and administrative perspective, highlighting as points of particular concern the participation of an external entity in the evaluation process and the possible creation of permanent bodies not foreseen in the legal framework of the organization.

In order to explain the issue of the external entity in the draft methodology, the representation of IPEA, in commenting on the origin of its proposal, recalled its nature as technical advisor organization at the highest level of the Government of Brazil with long experience in the field of public policies and its readiness to support the evaluation of SELA's management work, having the advantage of being present in Caracas on a permanent basis and being this activity framed within the Technical Cooperation Agreement between IPEA and SELA.

The Working Sub-Group considered it appropriate to submit a report to the plenary of the Informal Working Group and convene a meeting before the Latin American Council (on 15 October) in order to take note of the progress achieved in the implementation of its mandates. The Permanent Secretariat shall prepare the corresponding Informative Document.

A N N E X I

“A results-based evaluation. An approach to the definition and implementation of the results-based management by SELA”. Institutional presentation. Caracas, 16 May 2012.



RESULTS-BASED EVALUATION

AN APPROACH TO THE DEFINITION AND IMPLEMENTATION OF THE RESULTS-BASED MANAGEMENT BY SELA

Results-based evaluation – An approach to the definition and implementation of the results-based management by SELA
Caracas – Venezuela, 16 May 2012

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Normative foundations

Decision 521 of the Latin American Council Work Programme of the Permanent Secretariat for the year 2012

- **CONSIDERING**
The need to reach a consensus on a permanent instrument for evaluating compliance with the Work Programme of SELA and its impact on the development goals and priorities of its Member States;
- **ART. 3**
Along with the Permanent Secretariat, the Member States will initiate in 2012 a joint and gradual effort to implement a mechanism for evaluating the results of the work carried out by the organization and its impact on supporting integration, cooperation and economic development with social inclusion in Latin America and the Caribbean;
- **ART. 4**
This work evaluation effort will follow the outcome assessment methodology, based on quantitative and qualitative parameters, which will be discussed at the first meeting of the Informal Working Group to be convened by the Permanent Secretariat for that purpose in May 2012.

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Informal Reflection Group



Agenda for 2012

1. Definition of a mechanism for evaluating the results of the work carried out by SELA (Decision 521, Article 3);
2. Analysis of a new format for drafting reports (Decision 521, Article 4, Paragraph 2).
3. Dialogue and agreement on a draft work programme for 2013, taking into account the scope of Decision 527;

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“A results-based management system for SELA’s programmes and projects” (SP/DI No. 8 – 12) - May 2012



Some preliminary considerations:

- The major change proposed by the results-based management system is to establish the results to be achieved, and accordingly to define the best combination of inputs, activities and outputs to achieve them (...). It is a management strategy that links management with the user (...). As a whole, the region is at an early stage of implementation of the results-based management system...

IDB, [La gestión para resultados en el desarrollo](#). Avances y desafíos en América Latina y el Caribe, October 2011

- Despite the diversity of experiences, there is consensus that one of the ways to increase the impact and effectiveness of policies and programmes related to the economic and social development is to implement mechanisms and actions that are part of the so-called “management improvement” process;
- This document aims to:
 - 1) systematize a set of ideas on the subject, based on the review of the existing literature, and experiences of other organizations and entities with mandates similar to those issued by SELA, providing Member States with initial criteria in the definition of the mechanisms for evaluating the results of the work of the Permanent Secretariat of SELA;
 - 2) submit a “proposal for a model,” based on the above;
 - 3) serve as the basis for consultations with a view to defining the one that has to be used by SELA.

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What aspects should be taken into account in the design of a mechanism for evaluating programmes/projects?

- **Optimizing impact vs. cost-effectiveness of the expenditure:** The management of programmes and projects based exclusively on criteria to maximize coverage and minimize costs is not fully compliant with the requirements of a programme on economic and social development and international cooperation. It is necessary to implement organization and management models that, without neglecting efficiency, are focused on optimizing impact.
- **Difficulty in individualizing impact:** Evaluating results of programmes/projects is a complicated task, largely due to the existence of external factors to interventions that influence the conditions of beneficiaries, which makes it difficult to assess those changes that are exclusively generated by the intervention;
- **Need to identify variables, develop metrics and establish a continuous information system:**

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What aspects should be taken into account in the design of a mechanism for evaluating programmes/projects?

- **Need to identify variables, develop metrics and establish a continuous information system:**
- To be subject to evaluation, the possible effects of programmes/projects must have a clear meaning and be operationalized through variables or indicators for their assessment.
- The results-based management requires the design of assessments that combine quantitative and qualitative methods for research, collection and analysis of information, in order to determine the magnitude of the impacts of the programme/project and the costs incurred in generating them.
- Establishing indicators is also a very complicated task. It is important to differentiate between impact and outcome indicators, because the former are subject to final evaluation (since they represent the economic and social justification of the programme/project undertaken; in other words, they represent the change achieved), while the latter are subject to control (since they measure the progress of the programme/project in terms of output, production volumes, actions, etc.).
- Information needs resulting from the evaluation of results show the requirement of an information system to ensure feedback at each stage of the project and take into account the strategic, tactical and operational levels of management.

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The results-based evaluation leads to a management model

- **The management model relies on its purpose**
The model is comprised of elements that are interrelated with a common goal: to verify the effectiveness and efficiency of programmes/projects developed and the **impact** of cooperation and promotion of the economic and social development in the field of operations of SELA.
- Each element responds to specific procedures established in the management model of SELA; the system only aims to **integrate the evaluation consistently with the rest of the elements.**
- The evaluation of results should be conceived **in three moments of management:**
- **During the formulation**, providing decision criteria to select the option that optimizes the resources allocated for the achievement of the objectives pursued (initial and planning phase).
- **During the operation**, allowing for re-adjusting the execution and planning based on performance (implementation and control phases).
- **Once concluded** the programme/project (closing phase), impacts should be evaluated.

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How to integrate the evaluation into the management model?

- **Designing the model as a system with three critical moments:**
- i) **Input:** the problems requiring solution and giving rise to a programme / project and the resources available to deal with the problem;
- ii) **Process:** refers to the design and implementation of the programme / project; and
- iii) **Output:** the change that represents the solution of the problems identified above.
- **Identifying the basic components of the system:**
- Four internal elements: a) Formulation of the project, b) Operation of the project, c) Evaluation, and d) Control of the project; and
- Two external elements: the problem and the change, serving as primary sensors of any evaluation of the objectives established in the programme / project.
- *Nb > Each element has its own qualities and characteristics, and hence its own role to play. If one of the elements does not fulfil its basic functions, this will negatively affect the expected result and desired change.*

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How to integrate the evaluation into the management model?

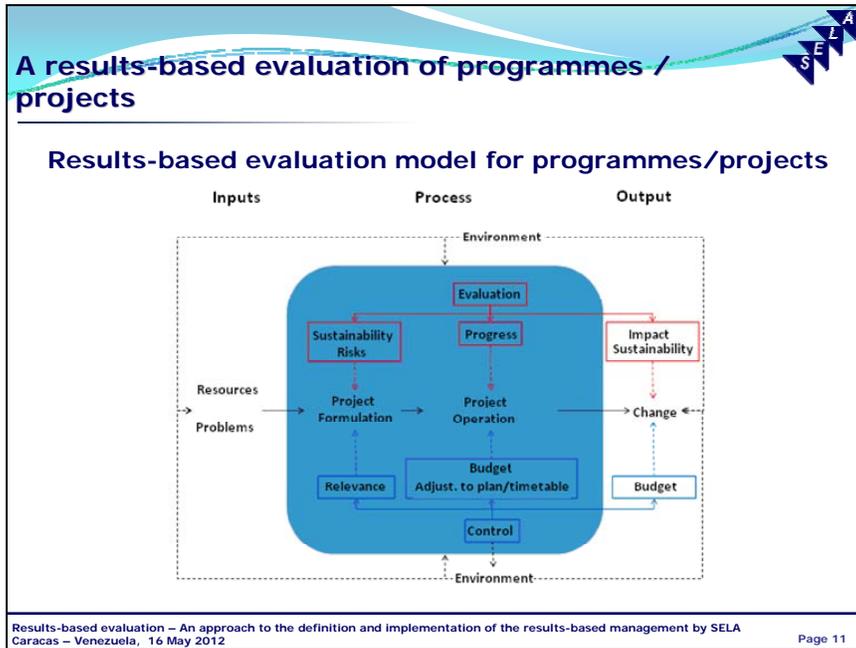
- **Considering the interrelationship:** between the components that are sorted, intertwined and interact with the goal of achieving the resulting quality of the system. This interrelationship makes it possible for each element, with its properties and characteristics, to use its resulting quality and shape the element or elements with which it is associated. At the same time, it may receive the contribution from one or more elements to form its own, in a succession of feedback moments.
- **And its relationship with the environment:** The environment surrounding the system has an influence on the latter by facilitating or hindering the achievement of results, and in turn the system has an influence on the environment by enriching it with the results achieved. Therefore, the system is able to evaluate expected and unexpected results and should monitor the environmental conditions that may affect the progress of the programme / project through control.

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Operational Requirements

- Based on the performance of this model is the definition of an **information system** that leads to the timely collection of data required for measuring control categories and evaluating impacts. The model is also conceived on the following **operational criteria:**
- **Simplicity:** An uncomplicated programme and project evaluation system for a successful operation.
- **Economy:** This system must use only the necessary and sufficient resources for each activity with a view to not increasing the costs of the system.
- **Balance:** Evaluation needs are properly integrated with planning and control needs.
- **Continuity:** The model allows step-by-step monitoring at each stage of the process, so that all system requirements are met and opportunities for improvement are taken into account.
- **Flexibility:** It has the ability to adapt to unforeseen needs of the institution and the environment.

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- ### Any evaluation requires indicators
- **How to address the specific features of an evaluation at each phase of a programme/project?**
 - A prerequisite for the results-based evaluation should be the formulation of indicators for measuring and evaluating each programme / project. It is important to differentiate between **impact** and **outcome** indicators:
 - The former are subject to final evaluation (since they represent the economic and social justification of the programme / project undertaken; they represent the change achieved).
 - The latter are subject to control (since they measure the progress of the programme / project in terms of output, production volumes, actions, etc.).
 - The United Nations groups the indicators in three types (UNDP, 2009):
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Any evaluation requires indicators

- **Impact indicators:** describe the changes in development conditions that gave rise to the programme / project when the problem was identified;
- **Outcome indicators:** assess progress with respect to specified outcomes and level of activity and help verify that conditions are appropriate for the intended positive changes in the development process; and
- **Output indicators:** assess progress with respect to a specified tangible and deliverable output, which is easier to identify, but does not guarantee that the change will take place.

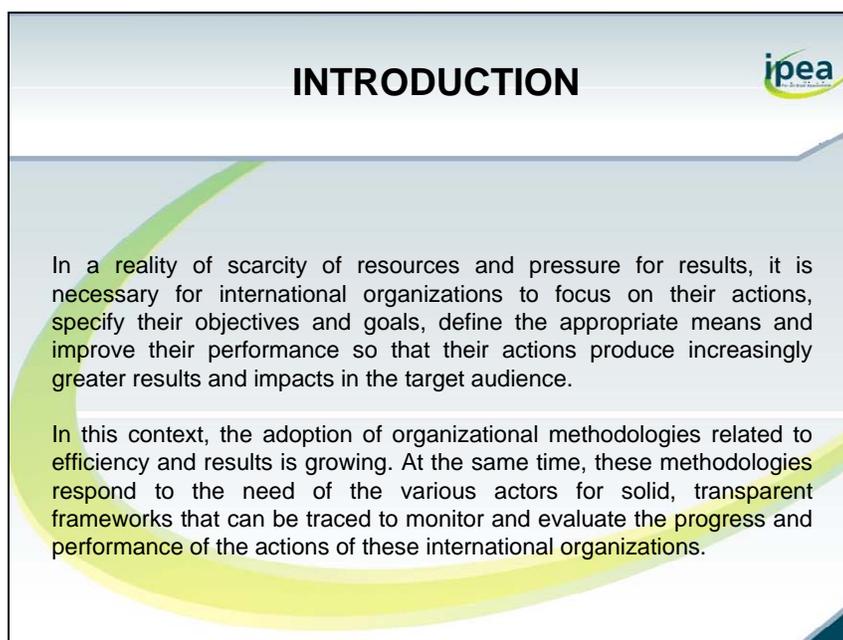
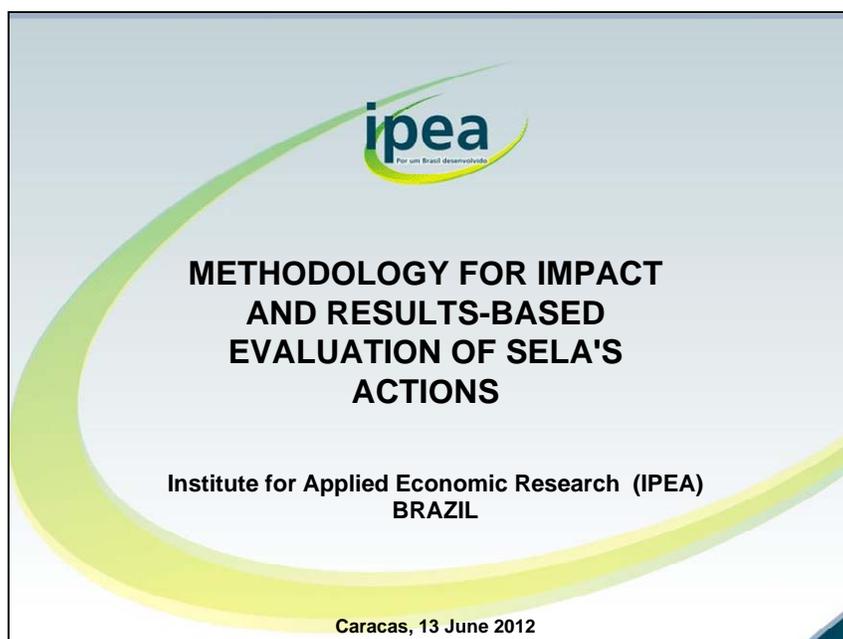
Indicators should be selected according to not only the nature of the product or service, but also the functionality of the mechanism for collecting and processing the data

- There is no established rule for determining the appropriate amount of indicators.
- It is recommended that the amount of **impact indicators** is reduced to make them real integrators.
- **Outcome and output indicators** may be set in a greater amount, which should be manageable. Otherwise excess data would generate what is known as “paralysis by analysis.”
- For the model to work properly, the **objectives of the evaluation** must be determined, which conditions the information to be collected, the instruments required for that purpose, its frequency and the kind of support document to physically collect the obtained information and its evaluation.

Table 1
Objectives, tools and decisions for results-based control and evaluation

Moment Stage	Control		Evaluation		Associated decision
	Objetives	Tools	Objetives	Tools	
Project formulation	<ul style="list-style-type: none"> Verify the relevance of the project, according to the areas and lines of action related to SELA's work 	<ul style="list-style-type: none"> The project documentation analysis Programme implementation plan Planning Annual operating plan Sustainability plan 	<ul style="list-style-type: none"> Evaluate the possibilities for sustainability of the project once the participation of SELA ends. Assess the influence of risks associated with the project in relation to its objectives. 	<ul style="list-style-type: none"> Logical framework Sustainability analysis Risk analysis 	<ul style="list-style-type: none"> Approval or disapproval of the project. Anticipation of measures to mitigate the risks.
Project operation	<ul style="list-style-type: none"> Identify the changes in the environment that would lead to the need to alter the established strategy. Verify compliance with the timetable. Check the adjustment to the approved budget. 	<ul style="list-style-type: none"> Monitoring Inspection Audit Annual operating plan 	<ul style="list-style-type: none"> Assess the factors that are influencing (positively and negatively) the expected results of the project. Evaluate the performance of those involved in the project. Check the validity of the strategy followed. Assess whether the results will lead to impacts. 	<ul style="list-style-type: none"> Progress reports Observation Interviews, surveys, focus groups, with the participation of the direct project beneficiaries and representatives of Member States. 	<ul style="list-style-type: none"> Corrective actions or cancellation of the project.
Once the Project is completed	<ul style="list-style-type: none"> Determine the degree of fulfilment of the approved budget for the project. Audit the economic financial management of funds invested. 	<ul style="list-style-type: none"> Audit 	<ul style="list-style-type: none"> Determine the magnitude of (intended and unintended) changes. Check the sustainability of the project. 	<ul style="list-style-type: none"> Final report Comparative studies Sustainability analysis 	<ul style="list-style-type: none"> Learning for future projects.

"Methodology for impact and results-based evaluation of SELA's actions. Institute for Applied Economic Research (IPEA), Brazil". Caracas, 13 June 2012



Evaluation methods used by international organizations

- IDB** - Project Performance Monitoring Report (PPMR)
- IBRD** - Results-based Management (RBM) and Monitoring and Evaluation (M&E)
- ECLAC** - Government Evaluation Programmes (EPG)
- IFAD** - Government Evaluation Programmes (EPG)
- OECD** - Monitoring and Evaluation (M&E)
- UNDP** - Results-based Management (RBM)
- UNCTAD** - Results-based Management (RBM)
- UNESCO** - Results-based Management (RBM)

Inter-American Development Bank (IDB)

Project Performance Monitoring Report (PPMR)

- It goes beyond the traditional tests for consistency of the process and aims to compare the baseline data, defined in the project, with output and outcome indicators over time at a certain cost;
- It carries out Project Completion Reports (PCR), Ex-Post Performance and Sustainability Assessments (EPSA) and Ex-Post Impact Evaluation Reports (IER).

International Bank for Reconstruction and Development (IBRD)

Results-based Management (RBM) complemented with Monitoring and Evaluation (M&E)

- It is based on performance indicators, which measure inputs, processes, outputs, outcomes and impacts of development projects, programmes or strategies;
- Different methodologies are used: logical framework, rapid assessment, participatory methods and evaluation of effects of the project activities on households.

Economic Commission for Latin America and the Caribbean (ECLAC) and International Fund for Agricultural Development (FIDA)

Government Evaluation Programmes (EPG)

- It includes impact assessment and comprehensive evaluation of expenditure;
- It uses the logical framework methodology, which is based on the concepts of effectiveness (degree of fulfillment of the objectives), efficiency (relationship between costs and outputs) and economy (ability to mobilize resources in a sustainable manner, or sustainability).

Organization for Economic Cooperation and Development (OECD)

Monitoring and Evaluation (M&E)

- Integrated system of reflection and communication supporting project implementation (monitoring);
- Impact and results-based system (evaluation);
- Results:
 - i) first-level: financial results and achievement of outputs;
 - ii) second-level: changes in behaviour are measured;
 - iii) third-level: impacts on living standards of the beneficiaries are measured.

**United Nations Development Programme (UNDP)
United Nations Conference on Trade and Development (UNCTAD)
United Nations Educational, Scientific and Cultural Organization (UNESCO)**

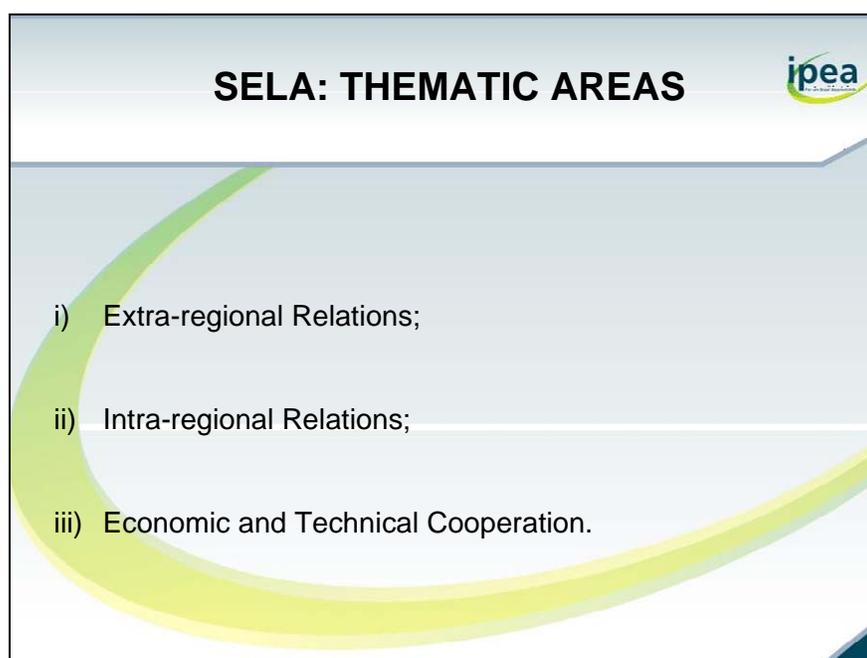
Results-based Management (RBM)

- It contributes to a change from the managerial and decision-making approach of the traditional evaluation, which focuses on what was carried out and how it was achieved, to an approach aimed at selecting the objectives to be reached and assessing what was carried out based on such objectives;
- It measures how the processes, products and services contribute to improving the organization's objectives;
- It uses the logical framework.



SELA: OBJECTIVES 

- Promote a system of consultation and coordination for the adoption of common positions and strategies on economic issues in international bodies and forums and before third countries and groups of countries;
- Foster cooperation and integration among the countries of Latin America and the Caribbean.



SELA: THEMATIC AREAS 

- Extra-regional Relations;
- Intra-regional Relations;
- Economic and Technical Cooperation.

EXTRA-REGIONAL RELATIONS

- Seal business and cooperation proposals for Latin America and the Caribbean;
- Conduct systematic analyses of the impact of global economic decisions and processes on the economies of the region;
- Assess processes linked to international business, commercial, economic and financial negotiations and the implications of such processes for regional development and integration;
- Support Member States, whenever necessary, with respect to their participation in the relevant deliberations and negotiations.

INTRA-REGIONAL RELATIONS

- Support the development, coordination and convergence of the sub-regional processes of Latin America Latin and the Caribbean.
- Maintain a systematic analysis of the relevant factors with a view to ensuring the harmonious development of integration between the countries of Latin America and the Caribbean.
- Promote strategies to identify operational efforts that will help further the coordination and convergence of economic integration throughout the region.
- Consider and develop proposals aimed at creating an institutional framework of integration that will encourage coordination and convergence in sub-regional processes.

ECONOMIC AND TECHNICAL COOPERATION

- Promote the flow of multilateral and bilateral cooperation from international agencies and donor countries towards the region and serve as a regional focal point for economic and technical cooperation between developing countries.
- Encourage the exchange of experiences and information on national policies, particularly those of greatest relevance to macroeconomic coordination, the struggle against poverty, social inclusion and international cooperation.

SELA: MAIN ACTIVITIES

- Every year, SELA holds the Latin American Council meeting at the ministerial level, and regularly convenes regional meetings for consultation and coordination with high-level officials of the Member States on issues of common interest within its areas of competence.
- SELA organizes meetings of experts to deal with specific issues of the regional and global economic agenda, as well as forums with the participation of governmental and non-governmental representatives.
- It maintains close cooperation relations with major inter-governmental organizations, public institutions and private agencies with a regional and international scope.

SELA: MAIN ACTIVITIES



- The organization holds seminars, courses and training workshops on economic and social issues of interest for Latin America and the Caribbean, aimed at high-rank government officials, entrepreneurs, workers, parliamentarians, academicians, and civil society organizations.
- It promotes multilateral and bilateral cooperation by international organizations and donor countries to the region and acts as a regional focal point for economic and technical cooperation among developing countries.
- SELA encourages the exchange of experiences and information on national policies, in particular those of greater importance for macroeconomic coordination, fight against poverty, social inclusion and international cooperation.

METHODOLOGY PROPOSAL



Considering the objectives, thematic areas and main activities of SELA, the IPEA proposes an Evaluation Methodology focused not so much on the process or output being delivered, but on the **OUTCOME** or **IMPACT** to be achieved with these outputs and processes. In addition, it proposes that the nature of the assessment is participatory in view of the characteristics of an international organization such as SELA, composed of 28 countries in Latin America and the Caribbean.

METHODOLOGY PROPOSAL



The main objectives of a RESULTS-BASED EVALUATION METHODOLOGY are:

- (i) Improve learning;
- (ii) Ensure that decision-making is based on objective and reliable information;
- (iii) Strengthen the institutional capacity of those responsible for management.

METHODOLOGY PROPOSAL



IPEA's methodology relies on the Results-based Management (RBM) approach with a participatory character. Furthermore, it considers the following:

- a) Evaluation should be ex-ante and ex-post when considering time;
- b) It should be mixed when taking into account its origin (with the participation of SELA and any external organization);
- c) Evaluation should be results-based (purpose);
- d) As for actors, it should be participatory.

METHODOLOGY PROPOSAL



Actions must include from the outset a logical framework, baselines, a plan of work and monitoring, outcome and impact indicators. These will be used to assess both the implementation process and outcomes and impacts. They are useful to accompany progress, difficulties, setbacks, settings and pace of implementation of the project; they also serve to anticipate outcomes and indicate to what extent the expected objectives are achieved. Four criteria must be considered in the evaluation process:

- RELEVANCE
- EFFECTIVENESS
- EFFICIENCY
- SUSTAINABILITY

RELEVANCE



The analysis of the relevance of actions determines whether objectives and expected results are appropriate and consistent with the priorities defined by the potential beneficiaries. Therefore, it has two dimensions, namely: political (decision-making) and technical (the most appropriate methodology).

RELEVANCE-RELATED CONCEPT

Logical framework - It is a tool that includes the identification of the strategic elements (inputs, outputs, effects and impacts), causal relationships and the risk indicators that may influence the success or failure of actions. The goal is to make explicit, from the beginning of actions, the design and expected cause-effect relationship and demonstrate how it will be possible to achieve the results in terms of impact with the number and type of inputs.

EFFECTIVENESS

- The objectives are taken as the basis to identify outcomes and assess their magnitude or scope and the quality of impacts of actions on the environment to be affected.
- First, it is necessary to identify the general and specific objectives of actions. Then, the objectives and indicators should be linked.
- After the objectives, outcomes and indicators are defined, it is necessary to analyze the impact itself. The objective of the analysis of the impact is to link actions to outcomes.

EFFECTIVENESS-RELATED CONCEPTS



Outcome - Qualitative and quantitative evaluation of the delivery and quality of outputs.

Outputs - Goods and services that actions promise to deliver.

Impact - Evaluates the direct effect of the project on the community. An indicator of the impact shows the effects of the outcomes on a group of the population. The impact can be economic, cultural, institutional, environmental, technical or of other nature. An output or input can be considered negligible if it does not contribute to the achievement of an expected impact.

EFFICIENCY



- It refers to the evaluation of the way in which resources are used;
- An evaluation is made of the processes through which inputs are transformed into outcomes. In other words, the extent to which a goal is reached or not is under assessment;
- Another dimension refers to the evaluation of “productivity,” since emphasis is made on the analysis of outcomes in relation to costs or resources used for a certain period, from staff, travel and training costs to fixed infrastructure, computers and others, in relation to outcomes obtained.

EFFICIENCY-RELATED CONCEPTS

Inputs - The set of resources being used by the organization to achieve an outcome (materials, employees, etc.).

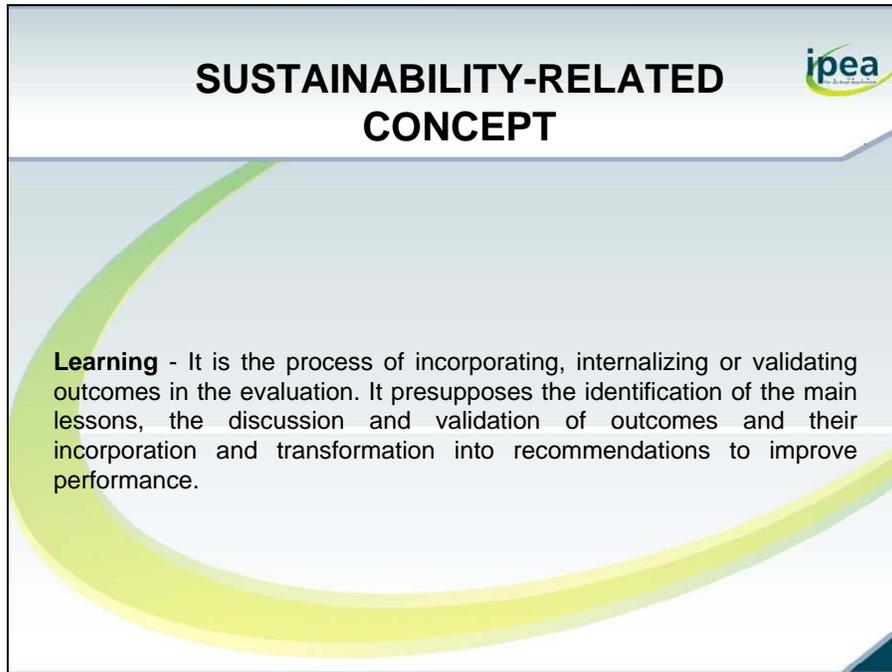
Costs - In the previous stage (ex-ante), they are the necessary expenses to pay for the actions, while in the later stage (ex-post), they are the expenses incurred during the implementation of actions.

Outputs - Goods or services provided through the actions.

Processes - Means through which inputs are transformed into outputs.

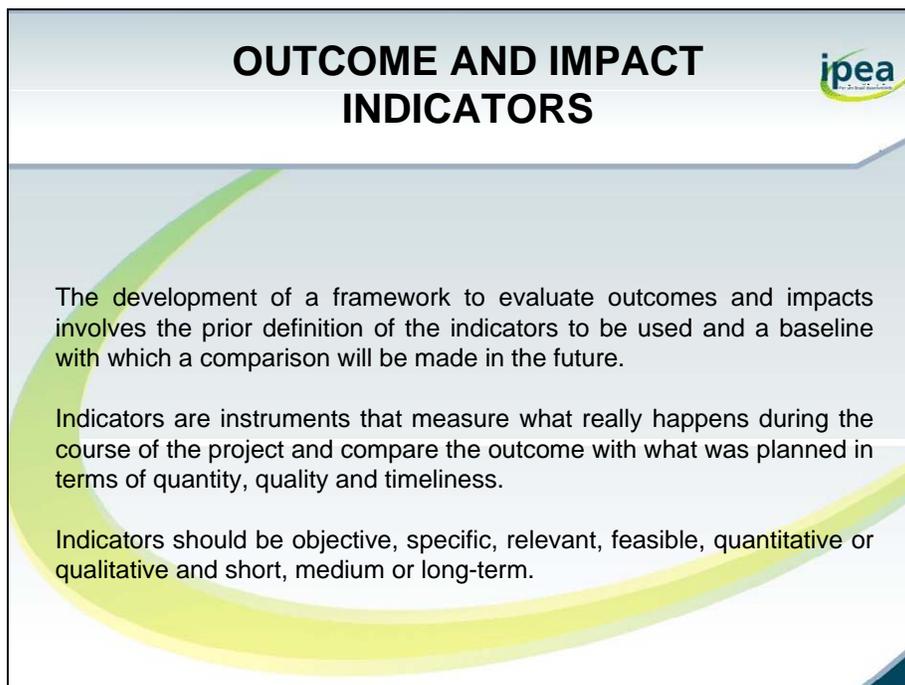
SUSTAINABILITY

- The sustainability analysis refers to the organizational learning, i.e., the extent to which countries internalized the experience and were trained to move forward.
- The importance of the sustainability analysis depends on the nature and objectives of actions.
- The factors affecting sustainability should be examined according to the priorities and objectives of actions.



SUSTAINABILITY-RELATED CONCEPT

Learning - It is the process of incorporating, internalizing or validating outcomes in the evaluation. It presupposes the identification of the main lessons, the discussion and validation of outcomes and their incorporation and transformation into recommendations to improve performance.

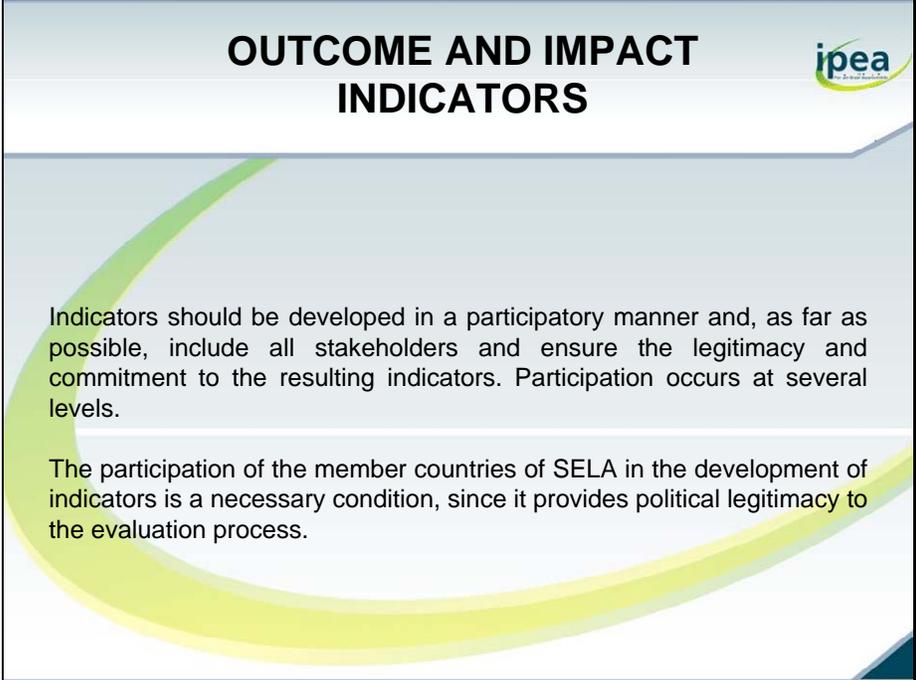


OUTCOME AND IMPACT INDICATORS

The development of a framework to evaluate outcomes and impacts involves the prior definition of the indicators to be used and a baseline with which a comparison will be made in the future.

Indicators are instruments that measure what really happens during the course of the project and compare the outcome with what was planned in terms of quantity, quality and timeliness.

Indicators should be objective, specific, relevant, feasible, quantitative or qualitative and short, medium or long-term.

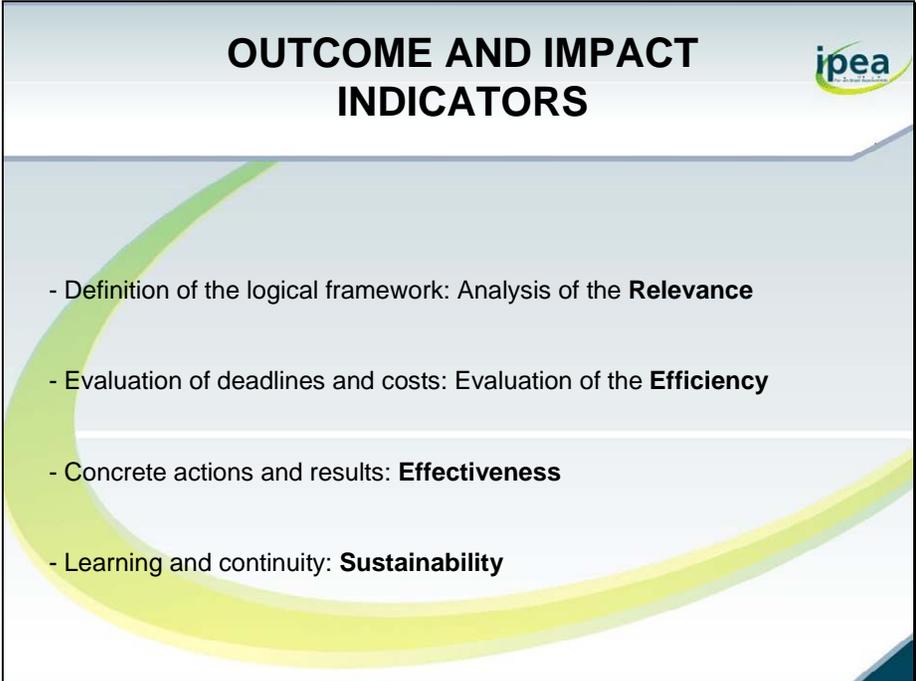


OUTCOME AND IMPACT INDICATORS

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Indicators should be developed in a participatory manner and, as far as possible, include all stakeholders and ensure the legitimacy and commitment to the resulting indicators. Participation occurs at several levels.

The participation of the member countries of SELA in the development of indicators is a necessary condition, since it provides political legitimacy to the evaluation process.



OUTCOME AND IMPACT INDICATORS

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- Definition of the logical framework: Analysis of the **Relevance**
- Evaluation of deadlines and costs: Evaluation of the **Efficiency**
- Concrete actions and results: **Effectiveness**
- Learning and continuity: **Sustainability**

MAIN ACTIONS OF SELA AND “POTENTIAL” OUTCOME INDICATORS 

EXAMPLE 1:

Action :
Studies and research carried out by SELA

Outcome indicators:
- Dissemination of the study
- Information used for the study

MAIN ACTIONS OF SELA AND “POTENTIAL” OUTCOME INDICATORS 

EXAMPLE 2

Action 2:
Training provided by SELA

Outcome indicators:
- Quality of training
- Adequacy, relevance and sustainability of the training
- Contents of training used and applied
- Number of **people trained** (multipliers)
- Number of people who received the **training** from the multipliers
- Costs of **training** per qualified person

Procedures to carry out the evaluation



- A) Evaluation planning
- B) Analysis of the background
- C) Analysis of the logical framework of the action
- D) Line of action
- E) Characterization of the RELEVANCE of the action
- F) Evaluation of the EFFICIENCY
- G) Dimension of the EFFECTIVENESS
- H) Long-term scope: SUSTAINABILITY

Indicative questionnaire for impact and results-based evaluation



PHASE 1 – PLANNING

- 1 What actions will be evaluated?
- 2 What main sources of information will be used during the evaluation?
- 3 What period will be evaluated?
- 4 To what and whom is this evaluation addressed?
- 5 What is the frequency of the evaluation?
- 6 How will the evaluation be carried out (member countries and Secretariat)?

Indicative questionnaire for impact and results-based evaluation 

PHASE 2 – RELEVANCE

- 7 What is the situation-problem that the action will resolve?
- 8 How will the situation-problem be resolved? (logical framework)
- 9 What inputs will be used?
- 10 What outputs represent a solution to the situation-problem?
- 11 Is the chosen action the best strategy to resolve the situation-problem?
- 12 What are the comparative advantages of SELA for the solution of the situation-problem?

Indicative questionnaire for impact and results-based evaluation 

PHASE 3 – EFFICIENCY

- 13 Implementation of actions and responsibility of the person designated by SELA to carry them out.
- 14 Implementation of activities and responsibility of SELA.
- 15 Were inputs received on schedule?
- 16 Are inputs of the required quality?
- 17 Are outputs useful for the achievement of the objectives?

Indicative questionnaire for impact and results-based evaluation 

PHASE 3 – EFFICIENCY

- 18 Benefits (delivered outputs).
- 19 Benefits (outcomes).
- 20 Presentation of costs and cost-benefit ratio.
- 21 Were outputs delivered on schedule?
- 22 Were the expected benefits obtained thanks to the outputs?

Indicative questionnaire for impact and results-based evaluation 

PHASE 3 – EFFICIENCY

- 23 Is there overlapping or duplication of actions between these measures and other similar operations (financed by other international organizations)?
- 24 Are there more efficient options to achieve more and better outputs with available resources?
- 25 How did these costs evolve in comparison with similar activities carried out by other international organizations?
- 26 Is it possible to obtain a more appropriate output with that resource?
- 27 What is the status of the implementation process of the action?

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Indicative questionnaire for impact and results-based evaluation

PHASE 4 – EFFECTIVENESS

- 28 Description of the baseline.
- 29 Definition of indicators of expected outcomes.
- 30 Is there a direct relationship between the evaluated activity and outcomes?
- 31 Are there external factors that influence the outcome? If so, what are those factors?
- 32 What are the sources of information?
- 33 Are sources reliable? Is their methodology representative?
- 34 How was the performance of the action?
- 35 What is our critical reflection on indicators?

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Indicative questionnaire for impact and results-based evaluation

PHASE 5 – SUSTAINABILITY

- 36 What kind of lessons emerged from the developed action that could help with the activities of that or other actions in other regions?
- 37 Has the evaluation resulted in concrete actions?
- 38 Factors that impacted positively or negatively on the implementation of the action and that will probably influence your success or failure in the future.
- 39 The implementation of the evaluation should be ensured through the development of an evaluation culture.

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A N N E X I I I

**"A results-based management system for SELA's projects". Institutional presentation.
Caracas, 12 July 2012.**

Permanent Secretariat
Latin American and Caribbean Economic System



**A results-based management
system for SELA projects**



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- I. PROPOSALS BY IPEA AND THE PERMANENT SECRETARIAT FOR A RESULTS-BASED MANAGEMENT OF SELA PROJECTS**
 - Common aspects
 - Aspects requiring consensus
- II. INDICATORS AND EVALUATION PROCESS**
 - Procedure for setting and using indicators
- IV. CONCLUSIONS**
- V. RECOMMENDATIONS**

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**I. PROPOSALS BY IPEA AND THE PERMANENT SECRETARIAT
FOR A RESULTS-BASED MANAGEMENT OF SELA'S PROJECTS**

Common aspects

The proposal prepared by IPEA is not different, in essence, from the considerations contained in the document "A results-based management system for SELA's programmes and projects" (April 2012), prepared by the Permanent Secretariat. In fact, they share some aspects, namely:

- 1) The certainty that the evaluation methodology to be adopted will focus on outcomes and impacts, instead of processes and outputs, and will have a participatory nature. The recommended methodology for that purpose is the results-based management (RBM).
- 2) Lifelong learning and the information derived from evaluations should be key inputs for the formulation of future projects.
- 3) The principle of quality assurance in the decision-making process, based on relevant, timely and reliable information, should govern the entire process.

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**I. PROPOSALS BY IPEA AND THE PERMANENT SECRETARIAT
FOR A RESULTS-BASED MANAGEMENT OF SELA'S PROJECTS**
(Continued)

- 4) The purpose of strengthening the institutional capacity of SELA.
- 5) The use of the Logical Framework approach and the implementation of relevance, effectiveness, efficiency and sustainability criteria.
- 6) The participatory nature of the evaluation process.

Aspects requiring consensus

- 1) Definition of parameters for the implementation of the Logical Framework analysis method, so that a more expeditious and effective evaluation process can be developed by establishing the objectives, scope and potential risks in each project.

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**I. PROPOSALS BY IPEA AND THE PERMANENT SECRETARIAT
FOR A RESULTS-BASED MANAGEMENT OF SELA'S PROJECTS**
(Continued)

- 2) Definition of the types of indicators for evaluating each project, taking into account the fundamental purposes of SELA as set forth in the Panama Convention.
- 3) The potential participation of an external organization in the evaluation of SELA's actions.

This participation could be considered on a case-by-case basis, depending on the external organization and the nature of the project.

- 4) SELA as a Latin American and Caribbean organization.

Feasibility of a simultaneous evaluation, with the same approach and methodological principles being implemented in all intergovernmental entities in which Latin American and Caribbean governments are involved, in line with the process of CELAC.

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**I. PROPOSALS BY IPEA AND THE PERMANENT SECRETARIAT
FOR A RESULTS-BASED MANAGEMENT OF SELA'S PROJECTS**
(Continued)

- 5) Specification of differences between output and outcome indicators to be used.

This differentiation is necessary for the operational language to be clear and shared among actors involved in the evaluation process.

- 6) Scope and implementation of the indicative questionnaire provided by the IPEA.

In summary, both proposals are complementary and should be integrated to achieve the objective formulated by the Member States: incorporating the results-based evaluation into the management of projects.

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II. INDICATORS AND EVALUATION PROCESS

The results-based evaluation aims to determine the efficacy, effectiveness and efficiency of an action with respect to the achievement of desired effects on beneficiaries.

This type of evaluation determines:

- 1) Whether the components of the programme lead to expected objectives and desired impacts;
- 2) Whether these components are the best option to solve the problem; and
- 3) Whether the results justify the costs that are incurred.

In addition, the impact evaluation can only be carried out once the project is completed (*ex post*), and this requires to ensure a systematic follow-up (*ex ante* and ongoing) that leads to measurements of partial results about the progress of the project towards achieving the expected impact.

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II. INDICATORS AND EVALUATION PROCESS (Continued)

In view of the wide variety of projects that are managed by SELA, the standardization of indicators is not advisable. The specificities of each project require the use of different indicators based on the same principles and criteria.

Operational definition, characteristics and scope of each indicator.

- 1) Output indicators: Evaluate deliverable inputs, required for the development of the project. They are easier to identify;
- 2) Outcome indicators: Describe the situation to be achieved within a certain period. They must evaluate the quantitative and qualitative, economic and social variables that should be modified as a result of the project. These indicators evaluate progress with respect to specified effects and level of activity, and help verify that conditions are ripe for the intended changes.

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II. INDICATORS AND EVALUATION PROCESS (Continued)

3) Impact indicators: Make it possible to relate the expected results to structural transformations, changes or “final results” set out in programmes on integration, cooperation and support for the economic and social development of Member States. The achievement of these medium and long-term indicators is linked to the materialization of expected objectives. That is why they describe the changes in development conditions that gave rise to the project.

Indicators can be both quantitative and qualitative, and must always be specific, measurable, affordable, relevant and limited in time.

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II. INDICATORS AND EVALUATION PROCESS (Continued)

Procedure for setting and using indicators

Following is a description of the setting and use of indicators at each stage of a project development.

Stage 1: Formulation of the project

Step 1.1 Design of the project

A key element of this stage is the development of the Logical Framework matrix, which identifies the impact that the project will have on the issue that brought it about.

This stage represents an *ex ante* evaluation of the project as a relevance and cost-benefit analysis. It provides the criteria for the selection of an option that maximizes the allocated resources and facilitates the setting of impact indicators.

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II. INDICATORS AND EVALUATION PROCESS (Continued)

Procedure for setting and using indicators

Step 1.2 Setting of evaluation indicators.

Once the desired change is determined, it is necessary to define those indicators that best reflect the effects of the project in terms of the following:

- **output** These indicators are related to inputs and specific contributions of the project to its operation;
- **outcome** Are focused on progress or partial results leading to the expected outcome or objective; and
- **impact** Reflect the desired change in implementing the project and respond to the solution of the problem that brought it about.

Output indicators and **outcome indicators** are associated to the project follow-up. **Impact indicators** measure the potential effect on the beneficiaries, as set forth in the project, from an *ex post* evaluation.

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II. INDICATORS AND EVALUATION PROCESS (Continued)

Procedure for setting and using indicators

Stage 2: Operation of the project

- In following up the project through the identified output indicators and outcome indicators, the most appropriate monitoring tools should be used.
- Based on the measurement of these indicators, the necessary adjustments and corrections should be made to ensure the successful completion of the project, i.e., an impact as similar as possible to the intended change.

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Latin American and Caribbean Economic System**

II. INDICATORS AND EVALUATION PROCESS (Continued)

Procedure for setting and using indicators

Stage 3: Completion of the project

- At this stage, SELA's work should be evaluated in terms of impact and sustainability, within the framework of the *ex post* evaluation.
- For some projects, whose sustainability requires longer measurement periods, an extension of the deadline should be considered.

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III. CONCLUSIONS

- 1) The setting of indicators for evaluating projects should be part of the design of projects, and their use is associated with the process of monitoring, control and evaluation of the progress and closure of each project.
- 2) The indicators for evaluating projects must prioritize the core aspects of measurement to analyze the desired change with respect to the identified problem.
- 3) The indicators should be set according to the nature and mandate of the organization that takes the action and to the specific characteristics of the project subject to assessment.

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IV. RECOMMENDATION

Implement the results-based management (RBM) methodology for SELA's projects, along with the Logical Framework approach, within the context of a process that includes the *ex ante*, ongoing and *ex post* evaluation.

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Some key concepts related to results-based management (RBM)

Efficacy
Refers to the achievement of desired objectives, goals and results of a plan, programme, project or policy. It is a qualitative and quantitative evaluation of the delivery and quality of products (promised goods and/or services).

Efficiency
Refers to the productivity ratio in the use of resources (inputs, costs, outputs, and processes), i.e., the way in which resources were used.

Effectiveness
Involves the efficacy and efficiency, i.e., the achievement of desired results with the most reasonable costs. It aims at the best cost-benefit ratio.

Sustainability (institutional learning, as validation of results by stakeholders). It identifies best practices and lessons learned.

Source:
[Guía para el diseño, construcción e interpretación de indicadores. Herramientas estadísticas para una gestión territorial más efectiva.](#) National Administrative Department of Statistics (DANE). Colombia. p 20.

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A N N E X I V

EDITORIAL GUIDELINES FOR SELA REPORTS AND DOCUMENTS. 24 SEPTEMBER 2012

NON PAPER
INFORMAL WORKING GROUP

Open-ended Subgroup
(September 24, 2012)

EDITORIAL GUIDELINES FOR SELA REPORTS AND DOCUMENTS

1. Precedents

By Decision 521 (Article 4, paragraph 2), the Latin American Council requested the Informal Working Group to consider the issue of the format for reports by the Permanent Secretariat (PS).

On its Fifth Session, held on September 4, the Informal Working Group exchanged views of the issue. In the course of the debate, the following general guidelines were suggested:

1. In all PS documents (Working Documents (DT), Information Documents (Di) and Final Reports), a greater synthesis effort should be made by the Secretariat and by Rapporteurs with a view to ensure that all such documents are more readily accessible and reader-friendly;
2. Final Reports of Regional Meetings and Seminars should place greater emphasis on substantive issues over those of diplomatic protocol nature;
3. To facilitate consideration of the issues presented in Working and Information Documents, an "Executive Summary" should hold a place of preference in the structure of the documents;
4. Reports of intergovernmental events shall include, as appropriate, a section on "Conclusions and Recommendations"; unless otherwise agreed, a review period shall be continue to be practiced in order to give Member States the opportunity to make comments or observations to such Conclusions and Recommendations.
5. Technical Cooperation events, where the need for more detailed information might be necessary, shall be reported, as appropriate, in-
extenso.

2. Suggested Guidelines for the presentation of PS Reports and Documents

Taking into account the above-mentioned proposals as well as the need to ensure user-friendly documentation, the following editorial guidelines are suggested:

2.1 Working and information documents (DT and Di) structure:

- I. Presentation
- II. Executive Summary
- III. Introduction
- IV. Structure of the report

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- V. Substantive content of the issue under consideration
- VI. Conclusions
- VII. Recommendations.

Within this structure, DTs should keep to an average of 30 to 40 pages; and Di's, to between 40 to 50 pages, with such maximum limits applied as may be required by the issues under analysis.

2.2 Final Reports of the Latin American Council

Taking into account the political and legal nature of the Council's Regular and Extraordinary meetings and deliberations, the Final Reports of such meetings shall follow current practice and preserve their present structure.

2.3 Final Reports of Regional Meetings, Seminars and Technical Cooperation events

Such reports shall follow the general guidelines referred to in Sections 1 and 2.1, above.

An average length of between 20 to 30 pages is suggested as a general rule; such reports shall endeavor to appropriately take into account the political or technical needs of the issues under consideration.

A N N E X V

Draft Decision

**DRAFT DECISION
ON THE ADOPTION AND IMPLEMENTATION OF AN EVALUATION METHODOLOGY
FOR THE WORK PROGRAMME OF SELA**

THE LATIN AMERICAN COUNCIL,

HAVING SEEN:

Article 15, paragraph 6, of the Panama Convention, and

The document entitled "Draft Work Programme of the Permanent Secretariat for the year 2013";

CONSIDERING:

The contents and spirit of Decision No. 521 – as adopted by the Latin American Council in its XXXVII Regular Meeting, held in Caracas in October 2011 – particularly its Article 3, related to the implementation of a mechanism for evaluating the results of the work carried out by the organization and its impact on supporting integration, cooperation and economic development with social inclusion in Latin America and the Caribbean; and its Article 4, related to the search for a definition of an outcome assessment methodology, based on quantitative and qualitative parameters;

The conduction, throughout this year, of several sessions of the Informal Working Group on the Work Programme of SELA and the Informal Working Sub-Group to discuss the proposal on a results-based evaluation methodology;

The work carried out by the aforementioned Group and Sub-Group on the results-based evaluation methodology, particularly the contributions made by the mission of the Institute for Applied Economic Research (IPEA) in Caracas and by the Permanent Secretariat of SELA on issues related to the results-based evaluation methodology;

DECIDES:

Article 1: To adopt the methodology proposal suggested by the mission of IPEA in Caracas, attached to this Decision, without detriment to new and eventual adjustments that might be made to the proposal, bearing in mind that evaluation systems are perfectible and that their implementation must be based on the development of quantitative and qualitative parameters in order to evaluate the products and services offered by SELA.

Article 2: To instruct the Permanent Secretariat to convene the Informal Working Group so as to make progress in the discussion of the implementation of the evaluation methodology, particularly the creation of a tripartite evaluating body, made up by the Permanent Secretariat, an independent evaluator and by the Member States of the Latin American Council. The Group can start to hold meetings even during the year 2012.

