

CASE-STUDY #4: NATIONAL EVALUATION POLICY IN COLOMBIA



Official name:	Republic of Colombia
Location:	Northwestern coast of South America
Independence:	7 August 1819 (from Spain)
Form of state:	Unitary presidential constitutional republic
Administrative divisions:	32 departments and 1 capital district
Area total:	1,141,748 sq km
Population:	47.7 million (World Bank 2012)
Language:	Spanish
Official currency:	Colombian Peso (COP)
GNI per capita:	7,020 USD (2012)
Life expectancy	72 years (men), 78 years (women) (UN)
Unemployment (% of labour force):	10,8%
National Evaluation Association:	Colombian Network of SIPSES
Introduction of NEP legislation:	1994

Prepared by: Katerina Stolyarenko, Independent Consultant
For: Parliamentary Forum for Development Evaluation

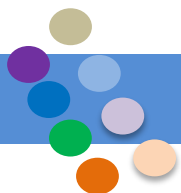


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Acronyms

CONPES	National Council of Economic and Social Policy
GNI	Gross National Income
DEPP	Public Policy Evaluation Directorate
DNP	Department of National Planning
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
NDP	National Development Plan
SISDEVAL	Evaluation of Public Policies and Programmes
SIGOB	Government Results Information System
SISMEG	Monitoring of the National Development Plan
SINERGIA	National Results-Based Management and Evaluation System
SIPSE	Colombian Planning, Monitoring, Evaluation and Systematization Network

Executive Summary

Colombia's National Results Evaluation System (SINERGIA) is one of Latin America's outstanding results-based monitoring and evaluation initiatives. SINERGIA was specifically set up to help improve the effectiveness of public policies. SINERGIA does this by helping to enhance the supply, quality and credibility of performance information (robust methodologies, standards), facilitating access (integrated IT systems, reporting, etc.) and fostering demand (the use of performance information in policy decision-making and accountability).

In the SINERGIA model, the "M" & the "E" functions are thought to be complementary and balanced. Monitoring helps identify what to evaluate. Evaluation emphasizes what to monitor.

I. Introduction

1.1. Political, Economic and Development Context

Colombia is situated on the northwest corner of South America and it is the 4th largest country and one of the most populous nations on the continent. Colombia has large oil reserves and is a major producer of gold, silver, emeralds, platinum and coal.

The population is around 48 million people and 70% of these people live in the urban areas of the country. Although the official language is Spanish, there are a total of seventy-seven languages spoken in the country.

The territory of what is now "Colombia" was originally inhabited by indigenous people including the Muisca, Quimbaya, and Tairona. The Spanish arrived in 1499 and initiated a period of conquest and colonization creating the Viceroyalty of New Granada (comprising modern-day Colombia, Venezuela, Ecuador, the northwest region of Brazil and Panama) with its capital in Bogotá. Independence from Spain was won in 1819, but by 1830 "Gran Colombia" had collapsed with the secession of Venezuela and Ecuador. What is now Colombia and Panama emerged as the Republic of New Granada. The Republic of Colombia was finally declared in 1886. Panama seceded in 1903 under pressure to fulfil financial responsibilities towards the United States government to build the Panama Canal.

Colombia has a long tradition of constitutional government. The Liberal and Conservative parties, founded in 1848 and 1849 respectively, are two of the oldest surviving political parties in the Americas. However, tensions between the two have frequently erupted into violence, most notably in the Thousand Days War (1899–1902) and La Violencia, beginning in 1948. Since the 1960s, government forces, left-wing insurgents and right-wing paramilitaries have been engaged in the continent's longest-running armed conflict. Fuelled by the cocaine trade, this escalated dramatically in the 1980s. Nevertheless, in the recent decade (2000s) the violence has decreased significantly. Many paramilitary groups have demobilized as part of a controversial peace process with the government, and the guerrillas have lost control in many areas where they once dominated. Meanwhile Colombia's homicide rate, for many years one of the highest in the world, almost halved between 2002 and 2006.

Colombia is a federal state with a national government, 32 regional governments (departamentos), and 1119 local governments (municipios). Each department has a local government with a governor and assembly directly elected to four-year terms. Each municipality is headed by a mayor and council. National government has 13 Ministries and 6 administrative departments like the Department of National Planning (DNP). Ministries can propose laws to Congress. Many ministries were combined in 2002 in an attempt to rationalize the bureaucracy (like Labour and Health to create the Ministry of Social Protection), but many of these are being split again. As a presidential system there is a congress, and ministers are appointed staff by the President, rather than politicians, like the US system.

After a century of political centralization in Colombia, the first public election of city mayors in 1986 began a decentralization trend, which was later reinforced by a constitutional reform in 1991. Subnational governments (departments and municipalities) were made responsible for the planning and management of social and economic development in their jurisdictions.

Administrative and political reforms were accompanied by fiscal decentralization, including the transfer of central government revenues. Since 1991 the growth of fiscal transfers has accelerated. Departments and municipalities are now responsible for public health, education, water supply, and sanitation expenditures through earmarked transfers. Out of the total amount of central government expenditures (21.8% of GDP in 2008) almost one-quarter represent regional transfers (5% of GDP), which finance half of all regional expenditures (10.2% of GDP). In terms of spending, regional government is almost half the size of the central government.

Colombia signed a Paris Declaration in 2007 and was the 30th largest recipient of official humanitarian assistance in 2011. According to the World Bank, Colombia received the equivalent of 0.4% of its gross national income (GNI) as aid (ODA) in 2011, i.e. \$ 1.024 billion¹. Colombia has experienced active conflict in each of the ten years between 2002 and 2011.

1.2. M&E Context

The introduction of the National Results-Based Management and Evaluation System in Colombia started in 1990s as a result of state democratization and modernization processes as well as increased public dissatisfaction with the results of government programs. Since then, every new administration (both at the national and sub national level) is required to prepare a development plan, discuss it with civil society, and present it to the legislature for approval. Budgeting and planning are integrated during the formulation process. Accomplishment of the planned objectives at the national and sub national levels was made mandatory by law, and failure to do so could lead to the forced resignation of governors.

In 1994, the National Planning Department was given legal responsibility for reporting evaluation results annually to the National Council for Economic and Social Policy (CONPES) headed by Colombia's President. SINERGIA, the national system for monitoring and evaluation was created in 1994 and served to operationalize the constitutional and legal mandates for evaluation by assigning responsibility for self-evaluation to all agencies in the executive branch of government. The Directorate for Evaluation of Public Policies, a unit established within the National Planning Department, became the technical secretariat of SINERGIA. According to a law passed in 2003 (Ley 819 de 2003 o Ley de

¹ <http://www.tradingeconomics.com/colombia/net-oda-received-percent-of-gross-capital-formation-wb-data.html>

Responsabilidad Fiscal), the national budget is now required to include details of the objectives, intended results, and management indicators for all government activities.

Colombia has been developing and improving SINERGIA over last 20 years. SINERGIA did not develop smoothly and had both the period of rapid development as well as stagnation. In its first stage SINERGIA (1991-2001) did not significantly affect government decision-making processes and was not an effective accountability mechanism. In mid-2002, the new administration came to power and introduced management by results, transparency, and accountability as key principles for public sector reform through the Public Administration Renewal Program. SINERGIA received new importance and became the focal point of the results-based management reform.

Factors that were important in the development of Colombia's current evaluation system include:

- The promotion of the evaluation of social programmes by multilaterals. Since the late 1990s, donors have increasingly demanded evidence regarding the efficacy of development projects.
- The endorsement by President Uribe's administration of the evaluation system and the information it provides. This allowed for a resurgence of interest in evaluation following a period of stagnation during the late 1990s. The focus of this renewed interest was initially on social programmes, such as the evaluation of conditional cash transfers.

II. Institutional setting of NEP in Colombia

2.1. NEP's Focus and Purposes

NEP in Colombia is called SINERGIA (National System of Evaluation of the Results of Public Management). SINERGIA's mission is to support the government in staying on track and improving performance as a means to achieve its public policy objectives through provision of timely and quality performance information to relevant decision-makers. Therefore, SINERGIA aims are threefold: (1) to improve the effectiveness and impact of government policies, programmes and public institutions; (2) to help to improve efficiency and transparency of the planning and allocation of public resources and (3) to stimulate transparency in public management, in particular stimulating oversight by citizens, i.e. social control.

2.2. Legal and Policy Framework

Evaluation is mandated by the national Constitution in Colombia. The government also introduced a series of laws, decrees, and regulations to bolster the M&E system. All of them are listed below:

Political Constitution of 1991, Article 343	Defines responsibility of DNP for designing and organizing public administration results evaluation systems.
Decree 2167 of 1992	Restructures DNP and sets up the Special Administration Evaluation and Control Division as responsible for designing the administration evaluation and control system.
CONPES Document 2688 of 1994	Establishes the general objectives, structure, and strategy for implementing the National Administration Results and Evaluation System.
Law 152 of 1994	Statutory Law which establishes the obligation on DNP to carry out follow-up and evaluation and control of development plans.
CONPES Document 2790 of 1995	Conceptualizes results-orientated public administration and establishes the Estimated Plan as the instrument for evaluating development plan results.
Decree 1363 of 2000	Upgrades SINERGIA technical unit from division to directorate level in the DNP.
CONPES Document 3248 of 2002	Establishes the Public Administration Renewal Program, including administration by results as a cross-cutting reform.
Law 812 of 2003	Sets up the 2002.–2006 National Development Plan, including guidelines and provisions for results-based management and evaluation of results.
Decree 195 of 2004	Restructures DNP and strengthens SINERGIA technical functions by creating the Public Policy Evaluation Directorate with extended sphere of action.
CONPES Document 3294 of 2004	Comprehensively reforms SINERGIA, amends its scope, institutional framework, and structure. Forms a top-ranking political backup for institutionalizing results-based M&E in Colombia.
Decree 4730 of 2005	Modifies the Statutory Budget Law by including spending programme classifiers, evaluation of expenditure as a key part of the budget cycle, and impact evaluation of main budgeted programmes, as defined by DNP and the Ministry of Finance in the SINERGIA evaluation agenda.
Law 1151 of 2007	Four year mandate that created the Inter Sector Evaluation Committee as a coordination mechanism to harmonize supply and demand of evaluation, select methodologies and stimulate utilization of findings

2.3. Institutional Arrangements

Key players of NEP in Colombia are three agencies: **the Presidency, the Department of National Planning and the Ministry of Finance**. Each actor plays a key role in the achievement of the system's objective and for the coordination between them a coordinator is appointed in one particular office of each agency.

The Presidency

The Office of the President's Advisor plays a key role in the institutionalization of monitoring of the National Development Plan targets achievement, because the Advisor to the President has the power to confront the minister's regarding their performance in fulfilling the set targets. Depending on the progress reported by each ministry in relation to the targets, the Advisor identifies the particular cases in which the intervention of the President himself would help the ministry to get back on track towards fulfilling the target. Such high-level validation of the performance information helps to increase its use in government decision-making processes, and simplifies coordination at the technical level.

The Advisor to the President also participates in the definition of the evaluation agenda by identifying the political priorities which need to be evaluated in order to guarantee achievement of the National Development Plan goals.

Department of National Planning (DNP)

The DNP is responsible for M&E in Colombia, as well as planning and the capital investment budget (while the recurrent budget is the responsibility of Finance). SINERGIA is institutionally placed within DNP and helps national government to develop better capacity to achieve public policy goals. It provides technical support to the ministries/departments in terms of the design and management of M&E, monitoring the performance of the policies in terms of outputs, outcomes and impacts and providing technical support and co-financing evaluations. The DNP also advises the President and CONPES in determining what programmes to fund.

DNP has 10 directorates, each in charge of a sector. These directorates work with line ministries on policy decisions, monitoring and evaluation thereof and take decisions on capital budget allocation for policies.

Public Policy Evaluation Directorate (DEPP) is SINERGIA's secretariat the coordination agency at the national level. This Office is in charge of leading the process of monitoring the National Development Plan and the design and execution of the evaluation's agenda. Also within the DNP is the Office of Public Investment and Finances (DIFP), which is in charge of leading the process of formulation and implementation of the investments projects, at the national level. This office has a specific role in the execution of the National Development Plan, because a significant part of the goals set out in the plan will be delivered by the implementation of investment projects. This makes the allocation of the capital budget a decision process that must be supported by performance information. Both the Office of Evaluation of Public Policy and the Office of Public Investment and Finances are headed by a technical director, reporting directly to the National Planning

Department's General and Deputy Directors who have the status of Minister and Vice-Minister, respectively.

So the key outputs of the DNP are the National Development Plan and the Investment Plan. It also works closely with the approval entities and prepares their documents. Such entities include the National Council for Economic and Social Policy, the National Council for Fiscal Policy and the National Congress.

The National Planning Ministry monitors and evaluates the implementation of that plan. That agency is relatively small (a central staff of about 45 people, spending about \$8.5 million over a five year period).

The President appoints a High Counselor to oversee performance management, who reports directly to him.

Ministry of Finance (MoF)

The Ministry of Finance is responsible for the effective and efficient use of financial resources in Colombia. The Ministry does not deal with the outcomes and impact of policies. Within the MoF there is a sectoral committee (through the National Budget Office (NBO) which works closely with the DNP to oversee the overall budget. The Annual Operating Investment Plan and the National Development Plan are informed by a Medium-Term Fiscal Framework, through which the government plans its investments for the next 10 years. The budgeting cycle is linked to the term of office of the President and commences with his/her election.

Inter-Sector Evaluation Committee

To ensure the required coordination, the system has established in 2002 an Inter-Sectoral Committee for Evaluation and Management for Results. This committee consists of representatives from the national planning and budget authorities, the President's Office, and line ministries and agencies of key programmes requiring evaluation. The Committee reviews and approves an annual evaluation agenda which establishes evaluation priorities and the methods to be applied. So as to ensure utilization of evaluation findings in policy-making, as much as harmonization among planning, budgeting, implementation and evaluation processes, the Committee also oversees ongoing evaluation processes and identifies the eventual course of action to be proposed to the government.

The participation in the Committee by line ministries and agencies is meant to ensure use and appropriation of evaluation at the sector policy and budget formulation levels. Sub-national governments, Congress, control agencies, and civil society organizations are given an explicit, but not binding, role as external users of the system's performance information, which once produced is made publicly available through a variety of means (e.g. website, virtual reports, printed reports to Congress, media releases, seminars, etc.).

2.4. M&E Tools, Components, Evaluation Methodologies and Quality of Data

SINERGIA consists of two parts:

1. **Monitoring of the National Development Plan - SISMEG** (Sistema de Seguimiento Gerencial a Metas de Gobierno) is the Government Targets Monitoring System, which monitors public entities and input for corrective decision making in order to meet the National Development Plan objectives. The monitoring component, SISMEG, is based on the objectives of the National Development Plan (NDP). Monthly and quarterly reports are produced to support the management system of the Presidency of the Republic of Colombia. Finally, the scheme is supported by an online performance-tracking platform (SISMEG Online) which is updated monthly and is available to the general public on the internet. SISMEG is technically managed by one coordinator, eight sector specialists, and six members of the IT team. SISMEG could be considered to be similar to the Presidency's "Programme of Action" and its reports on Delivery Agreements.
2. **Evaluation of Public Policies and Programmes - SISDEVAL** (Sistema Nacional de Evaluaciones) measures government interventions and is an input for process design and policy adjustments, as well as resource allocation. It develops the concept of "effective evaluations" which aims to ensure that their findings and recommendations reach public policy decision-making and improvement. The evaluations are led by SISDEVAL and executed by specialized external contractors to maintain objectivity. SISDEVAL is technically managed by one coordinator and nine sector specialists.

The conceptual model for monitoring and evaluation in Colombia is based on a "public policy value chain" model. The monitoring is done on a 6-month basis. Program evaluations are done over longer periods, with citizen engagement as part of the evaluation design.

SINERGIA's reporting strategy is based on a pyramid of 3 indicators:

- **Strategic indicators** – based on the top priorities of the President – Employment, Poverty, National Security, Citizen's Security. This is related to topics that require intersectoral coordination. Have a cross-sector dashboard and the Ministers' Council reviews this periodically.
- **Sectoral indicators** – related to topics that are developed by sector authorities (essentially the 19 agencies). These comprise mainly output and outcome indicators. Each Minister has to analyze the indicator values and commit to the results and develop strategies.
- **Administrative/management indicators** – these are general performance indicators. They draw on basic data from databases (budget, HR and procurement), and create performance maps using data they can capture, then do performance analysis on those not performing.

The evaluations are defined by the national government and correspond to the strategic axis in the National Development Plan. Colombia has a **standard evaluation process**, which consists of the following phases:

Phase 0: Evaluations are set by agreement of government.

Phase 1: The evaluation's design is carried out within the government with high levels of participation from the interested stakeholders.

Phase 2: The procurement guarantees a competitive process where the best methodology and team to carry out the evaluation is chosen.

Phase 3: SINERGIA's leadership during the evaluation's execution rises its technical level.

Phase 4: The socialization meetings reach the decision makers.

SINERGIAs evaluations standardized process involves ALL stakeholders associate with the program or public policy evaluated. Beneficiaries of public policies are always considered in the evaluations. Civil society, as well as academia, is active players in the socialization and feedback to the process of evaluation and its results.

In total, five types of evaluation are conducted in Colombia:

Impact evaluations

Allows identification of changes generated by an intervention on the final beneficiary. It is the most demanding type of evaluation since it requires building treatments, control groups, and baselines as inputs.

Outcomes evaluations

Analysis of intermediate effects on the final beneficiary, based on their comparison at different moments. No counterfactual groups required.

Operational evaluations

Rigorous analysis of macro and micro processes of an intervention aimed at making recommendations on its organizational dynamics.

Executive evaluations

Detailed program structure analysis in terms of design and implementation based on a standardized questionnaire. It allows analysis of the quality of the program in different categories.

Institutional evaluations

Program analysis based on the institutional arrangements in which it operates. It is used to measure the effects of structural reforms on programs and institutions.

Once it has been decided that an evaluation will be undertaken, a committee in the Directorate for Evaluation of Public Policies determines the hypotheses, methods, and relevant technical details. External reviewers are invited to support or discuss the terms of reference for the evaluation.

In Colombia the allocation of resources to carry out evaluations is supported in Laws and Decrees. Therefore, there is a yearly budget which is used exclusively to fund evaluations. Even then, when there are not enough resources for financing, prioritization of the

evaluations in the agenda along with ministries and other political actors who can finance them is done. SINERGIA leads around 30 evaluations per year, and roughly 6% of the government spending on programmes that could potentially be evaluated is actually evaluated.

Evaluations are conducted by external consultancy firms, think tanks or universities, to assure independence of the results and recommendations. Designing the terms of reference for these tenders is the responsibility of the Office of Evaluation of Public Policy. The quality assurance is ensured mainly through peer reviewers (academics), who revise the products corresponding to the evaluation project and develop a technical note with their impressions of the study. The content of the note is shared with the corresponding committee and the team executing the project.

2.5. Professional Capacity for M&E

Developing evaluation capacities is another core mission of SINERGIA. To undertake this task, apart from delivering conventional training courses and seminars with academic and multilateral organizations, mechanisms were established for rapid transferring of skills to national evaluation professionals. Contracting arrangements involving joint ventures between highly qualified international experts and national research centers, firms, or universities were given higher scores in procurement processes. Knowledge and technology-transfer channels were thus automatically set-up, and in a few years Colombian firms were already carrying out top-quality evaluations on their own. The cost of conducting complex evaluations also fell, since local professionals are typically less expensive than international ones. This, in turn, made it possible to perform more evaluations.

In Colombia, the Colombian Planning, Monitoring, Evaluation and Systematization Network (SIPSE) was set up with its headquarters in Cali at the San Buenaventura University and consists of professionals working in academia, government agencies, nonprofit organizations, international cooperation agencies, and grassroots organizations. SIPSE has as its main goal applying planning, monitoring, evaluation and systematization approaches as a way to foster participative democracy.

2.6. Utilization of M&E

No single agency is responsible for enforcing evaluation recommendations but two offices have related responsibilities. SISCONPES is a system designed by the National Planning Department to monitor responses to recommendation made in CONPES documents. *The Directorate for Evaluation of Public Policies* is responsible for promoting evaluation and supporting the design and implementation of evaluations recommended in CONPES documents. Those responsible for implementing and enforcing CONPES documents and other relevant legislation are primarily accountable to the National Planning Department's Director.

In general, utilization of SINERGIA information has been substantive for accountability purposes: the accountability of the president to civil society and to the Congress, and the accountability of ministers (and their ministries) to the president.

The main users of evaluation results are National Planning Department, the policy-makers, the programmes' directors and the Ministry of Finance.

III. Achievements and Challenges

Main Achievements

The government of Colombia has achieved considerable success in the creation and strengthening of SINERGIA. It remains one of the strongest governmental monitoring and evaluation systems in Latin America in terms of the range of M&E it undertakes, its overall credibility, and its utilization and much of this progress was achieved since 2002, following the election of a reformist president.

During the last few years SINERGIA has helped establish a culture of reporting and managing for results in National Government; launched a new version of the online performance-tracking platform of the National Development Plan; completed 56 evaluations of public policies and programs; expanded the National Public Policy M&E Network to 464 members; and trained more than 500 civil servants in M&E good case practices.

Key Challenges²

- o Better informed budget and decision making processes using the information produced through monitoring and evaluation.
- o Low-level utilization of M&E information by the budget and planning directorates of the planning ministry, and by the finance ministry.
- o Institutionalization of the culture of performance-based management inside the government agencies, so that the quality of the information they report to the system is improved as it becomes a management tool.
- o Problems with the availability and frequency of data and with data quality control.
- o Excessive reliance on donor funding of the evaluation agenda.

² According to CONPES policy document on SINERGIA (#3294)

IV. Good Practice(s)

Management control meetings with the President

One of the most powerful mechanisms for developing and consolidating the monitoring and evaluation system has been the periodic progress review meetings, held since 2002 by the President with his ministers. These meetings are also attended by deputy ministers, who are sometimes supported by their technical managers. Staff from the Office of Evaluation of Public Policy participate in all meetings and provide technical assistance. The meetings are executive management style, which is reflective of the current President's personal results-oriented style. There is therefore some risk that the current arrangement will not continue when a new administration comes into office. However, the value of this practice has already extended beyond the central government since many sub-national authorities are already using similar mechanisms in their own administrations.

Town Hall Meetings

The town hall meetings have become a method for reinforcing Colombia's results orientation at the regional and local levels. The meetings have been described as a national program to create national-local interaction and dialogue, focusing on specific government issues of interest to the regions.

Since August 2002, more than 203 town hall meetings have been held in different municipalities. They follow a results-based management methodology, which allows the national and local governments—ministers, governors, mayors, and agency managers—to set up commitments with the communities in the presence of the President. Commitments are about priority social problems and are in line with the national and regional development plans. However, they cannot require budget resources other than what has already been approved in the annual budget by Congress. Commitments are therefore mainly on solving operational problems and obstacles that limit the achievement of key goals for the regions as much as for the country.

The general guidelines for the town hall meetings are set up in the NDP to increase transparency and efficiency, based on the following objectives:

- Promoting citizen participation and public control through dialogue and direct interaction with national and local officials;
- Stimulating permanent and effective accountability processes of the governments to the general public;
- Stipulating coordination between different levels of government and public agencies, with the aim of increasing the government's effectiveness; and
- Increasing transparency and citizen's confidence in public management.

The town hall meetings take place in capital cities or key locations in the regions. The agenda is prepared ahead of the meetings by the President's Office, based on requests from regional or local governments. Most of the discussions follow the guidelines set out in the NDP's policies on education, social protection, security, etc. The mayors of the municipalities play a fundamental role in the town hall meetings.

Evaluation Radar³

The overall objective of the national RADAR is "maximize use of evaluation as an effective tool of governance in Colombia from compilation and systematization; thus seeks to improve the decision making of public managers and the interaction between the different thematic responsible.

Colombia Lider⁴

It is an independent, civil society partnership of media, banking, foundations, and other organizations to promote good governance and social control. Colombia Lider is underway since 2007. This consortium, which has been encouraged and supported by DEPP, highlight good performance of municipal mayors, and monitor government plans and spending, and analyze their impact on poverty. It is one of the main external users of SINERGIA's performance data.

V. Conclusion

Colombia has one of the strongest Government led M&E systems in Latin America. The national system for evaluation of public policies and management for results (SINERGIA) was established 1994. SINERGIA's mandate and conceptual basis are broad and involve M&E activities across all sectors and government levels. The Directorate for Evaluation of Public Policies (DEPP) acts as the technical secretariat of SINERGIA.

The monitoring and evaluation system adopted by Colombia has placed a strong focus on strengthening the public management techniques which orient the public administration dynamic towards performance based management. It consists of two parts: SISMEG and SISDEVAL.

SINERGIA has succeeded: (1) in integrating performance measurement within all government planning frameworks, (2) in using results to progressively inform decisions and (3) strengthen the accountability of national programs and sector policies.

³ <https://sinergia.dnp.gov.co/portaldnp/default.aspx>

⁴ <http://www.colombialider.org/>

VI. Documents consulted

SINERGIA

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