

Partnership for Growth: El Salvador-United States
Joint Country Action Plan
Monitoring and Evaluation Addendum

The Joint Country Action Plan (JCAP) identifies the two binding constraints to economic growth in El Salvador: crime and insecurity, and low productivity in the tradables sector. The JCAP contains eight broad areas of action each with their respective goals, and each goal has specific lines of action (LOA) designed to address the constraints. To ensure effective implementation and that the desired outcomes are achieved, the JCAP will be subject to a rigorous, transparent monitoring and evaluation process, that will include the significant participation of civil society and the private sector. Any changes to this M&E addendum (including revisions to reporting requirements or indicators) are to be documented during the high-level annual review rather than revising this addendum.

MONITORING

Monitoring of the JCAP will occur on three different levels: (1) constraints, (2) goals, and (3) lines of action. Monitoring at these three levels will provide information for plan management as well as information to the public about actual progress. The governments of El Salvador and the United States have established implementation teams that include representatives of each agency responsible for executing an LOA to coordinate the JCAP process and ensure communication; to that end, teams will use common program tracking methodologies, to the extent possible. The teams are to meet regularly to develop implementation strategies, identify challenges and opportunities, exchange information, review status of actions taken, and address other relevant operational considerations, to include development of strategies to encourage donor support for JCAP goals.

Constraint Level

The governments of El Salvador and the United States, with high-level representatives, intend to conduct a general review of JCAP implementation each November (anniversary of the signing) from 2012 – 2016. This review is to focus on progress towards alleviating the constraints and achieving the overarching JCAP goal of inclusive economic growth. The review is also to consider the impact and, where feasible, the cost-effectiveness of the lines of action undertaken. The annual review will enable participants to consider the need for course corrections to the JCAP. The two governments have decided to use the following indicators to gauge progress towards successfully addressing the two constraints:

Crime and Insecurity: 1) National homicide rate. 2) Public perceptions of security. 3) Prosecutions and convictions as percentage of violent crimes reported.

Low Productivity in the Tradables Sector:

1) Per capita GDP Growth. 2) Exports as a percentage of GDP. 3) Foreign direct investment as percentage of GDP.

The review is to also consider reports produced by the implementation teams, work plans and performance indicators, and additional monitoring and evaluation information prepared by all parties contributing to PFG. The governments of El Salvador and the United States intend to cooperate in facilitating a civil society/private sector PFG forum to accompany the high-level review.

Goal Level

The governments of El Salvador and the United States plan to publish a semi-annual scorecard to report to the public on progress towards achievement of PFG goals. The two governments intend to use the descriptors “Ahead of Schedule,” “On Track,” “Behind Schedule,” or “Completed”, to characterize progress on each goal. Scores are to reflect the consensus view of the two governments and any disagreements between them will be noted. The scorecard is to be accompanied by a description that provides a justification for each score assigned. This justification is to include the results of the goal indicators included in this addendum along with other relevant supporting information and data (which may include results of monitoring and evaluation conducted independently by each government on individual LOAs). The goal indicators are designed to reflect the shared purposes of the governments of El Salvador and the United States. If data for goal indicators is not available in a particular reporting period, progress will be reported in the following period.

Line of Action Level

The respective implementation teams should coordinate work plans for each LOA, which, in turn, will be developed by the responsible implementing agency in coordination with the overall team. These work plans are to contain timelines, performance indicators and targets for individual LOAs and will constitute inputs of the monitoring and evaluation process. Implementation teams will exchange regular updates on work plan performance. Results from the work plans will inform development of the semi-annual scorecard and may be considered during the annual high-level review.

EVALUATION

The governments of El Salvador and the United States plan to conduct two performance evaluations during the life of the JCAP: a mid-term in late 2013 and a final evaluation in 2016. The evaluations will be conducted by an external evaluator agreed upon by the two governments.

The mid-term evaluation is to report on progress towards the completion of the JCAP, assess the status of PFG goals and LOAs, note the extent to which each LOA is contributing to the goals, review the level of international donor support for the program, and identify obstacles to implementation. Conclusions of this mid-term evaluation will be used to make recommendations for possible course corrections.

The final evaluation is to assess the extent to which the PFG initiative achieved its goal of expanding inclusive economic growth by alleviating the binding constraints to growth. The performance evaluations should highlight the results of any impact or other rigorous analyses done on PFG goals or LOAs. The evaluator will incorporate input from civil society and the private sector and both the mid-term and the final evaluations will be made available to the public.

INDICATORS

1. Insecurity

Goal 1 – Professionalize Justice Sector Institutions

- Public Satisfaction with the Performance of Justice and Security Institutions.

Goal 2 – Improve Effectiveness of Criminal Justice Procedures

- Number of Criminal Cases Resolved through Conviction or Alternative Dispute Processes.

Goal 3 – Reduce the Impact of Organized Crime Over Small and Medium Businesses

- Number of Reported Crimes against Small and Medium Businesses.
- Perception of Small and Medium-Sized Business Community of the Effect of Police and Prosecutorial Actions on Crime against their Businesses.

Goal 4 – Ensure that the Labor Force is Protected while Transiting to and from Work

- Number of Reported Crimes in Public Transportation.
- Public Perception of Safety on Public Transport Routes.

Goal 5 – Asset Forfeiture

- Number of Asset Forfeiture Cases and Value of Assets Seized

Goal 6 – Professionalize the Civil Service and Enhance Public Confidence in Government

- Public Confidence in Government Institutions.
- Number of Access to Information Law Requests Fulfilled

Goal 7 – Promote National Dialogue on Public Security

- Public Perception of National Consensus on Public Security

Goal 8 – Assist At-Risk Youth with Economic Opportunities

- Number of At-Risk Youth who Find Employment or Create Businesses as a Result of Training.

Goal 9 – Support the PNC to Strengthen its Service Orientation

- Number of Municipalities Implementing Community Policing Programs.
- Incidence of Selected Violent Crimes Reported in Targeted Communities.

Goal 10 – Improve Educational Opportunities

- Enrollment Rate in Secondary Schools in High-Risk Municipalities
- Number of Municipalities Offering Education Programs for At-Risk Youth.

Goal 11 – Prevent Crime and Violence in Key Municipalities.

- Number of Municipalities with Crime Prevention Councils.
- Incidence of Selected Violent Crimes Reported in Key Municipalities.

Goal 12 – Reduce Overcrowding in Prisons

- Prison Population as a Percentage of Prison Capacity.

Goal 13 – Enhance Prison Security

- Number of Crimes Committed in Prisons.
- Number of Prisons with Special Intelligence Units.

Goal 14 – Promote Use of Extraditions

- Number of Extraditions Adjudicated by the Supreme Court.

INDICATORS

2. Low Productivity in the Tradables Sector

Goal 1: Improve the Institutional Environment

- *Ease of Doing Business Rank (World Bank/IFC)*
- *Private sector perception of business climate (FUSADES)*

Goal 2: Investment in Infrastructure

- *Investment (public and private) in infrastructure as percent of GDP (GOES Central Bank)*
- *Global Competitiveness Index: Infrastructure*

Goal 3: Human Capital

- *Global Competitiveness Index: Higher Education and Training*
- *Global Competitiveness Index: Labor Market Efficiency*

Goal 4: Strengthening Tax Collection and Transparency

- *Percentage of tax collected relative to GDP (GOES Central Bank and Ministry of Finance)*
- *Open Budget Index Ranking (www.internationalbudget.org)*

Goal 5: Attracting Foreign Direct Investment

- *Foreign Direct Investment as Percent of GDP (GOES Central Bank)*
- *FutureBrand Country Brand Ranking (www.futurebrand.com)*

Goal 6: Strengthening Institutions and Businesses for Internationalization

- *Global Competitiveness Index: Business Sophistication*
- *Number of Businesses Exporting (sales over \$500,000) (GOES Central Bank)*