Our long-term plan charts CAERC’s way forward to becoming a more effective institution based on results. With Strategy 2020 in place, there is much to be done, and we are committed to change.

We will position ourselves more strategically as a partner and agent for change by promoting effectiveness of public spending, good governance, knowledge solutions, and partnerships.

Since its establishment in April 2016, based on decree of the President of the Republic of Azerbaijan, CAERC has undertaken many significant achievements that underline the importance of its functions. Its main mandate, development monitoring and evaluation of strategic roadmaps, and state programs, culminating in the assessment of institutional ranking of implementing agencies and publication of progress under each strategic roadmap were first steps in building national evaluation capacity.

The online publication of the 2017 and 2018 Annual Evaluation Reports of the Strategic Roadmaps, with direct measurement of progress for various indicators, highlighted the national government’s continued efforts to enhance accountability and transparency, the value that individual ministries were placing on the responsibilities delegated to them, and CAERC’s commitment to its duties and responsibilities as mandated in its charter.

As CAERC continues to pursue excellence in its mandate, it has embarked on a process of developing a strategic plan that will provide the frame for its medium-term initiatives, anchored on the government’s strategic roadmaps and priorities. Thus, it is with great pleasure that I present Strategy 2020.

VUSAL GASYMLY
Doctor of Economic Sciences, Executive Director
Economic Reform Analysis and Communication Center
1. **STRATEGIC PLAN IS..**

... A MEDIUM-TERM FRAMEWORK OF CAERC THAT PROVIDES VISION, GOALS, AND DIRECTIONS TO BEST ACHIEVE ITS MANDATE AND WHAT IT WANTS TO BECOME

... ANCHORED ON THE COMPARATIVE ADVANTAGE, CONCRETE ACTIONS, LINKED TO RESOURCE REQUIREMENTS

... KEY DECISION POINTS FOR SENIOR MANAGEMENT, INCLUDING RESOURCE ALLOCATIONS

... DEVELOPED THROUGH A SYSTEMATIC PROCESS THAT ENGAGED INTERNAL AND EXTERNAL STAKEHOLDERS
2. MAIN ELEMENTS OF A STRATEGIC PLAN

**VISION**

*... DREAM OF OUR ORGANIZATION*

**MISSION**

*... WHAT WE ARE GOING TO DO AND WHY*

**OBJECTIVES**

*... SHORT-/MEDIUM-TERM GOALS OR RESULTS THAT WE WANT TO ACHIEVE*

**STRATEGIES**

*... CLEAR DESCRIPTION OF SETS OF ACTIONS TO ACHIEVE THE VISION AND OBJECTIVES*

**ACTION PLANS**

*... DETAILED SETS OF ACTIVITIES TO IMPLEMENT THE STRATEGY WITH CONCRETE TIMELINE, MEASURES AND RESOURCES*
3. VISION

... a first-choice for high quality, innovative, forward-looking economic analysis, data-driven solutions, development evaluations and communications directly contributing to sustainable development of Azerbaijan.

We strive for a successful and vibrant Azerbaijan: global leader in reforms & public service provision.
4. MISSION

TO DELIVER

DATA-DRIVEN POLICY SOLUTIONS

VALUABLE, WORLD CLASS ECONOMIC ANALYSES

DEVELOPMENT EVALUATION REPORTS

INFORMATION PLATFORMS

BROKERING INCLUSIVE PARTNERSHIPS

ON-DEMAND SERVICES UTILIZING MODERN TECHNOLOGIES

THAT HELP PROMOTE AND ADVANCE AZERBAIJAN’S SUSTAINABLE ECONOMIC DEVELOPMENT.

DEVELOPING STRONG LEADERSHIP
BUILDING EFFECTIVE ORGANISATIONS
PROMOTING EFFICIENCY

TO DELIVER EXCELLENT PUBLIC SERVICES & ENABLE EFFECTIVE PUBLIC SPENDING

STEWARD ONE TRUSTED PUBLIC SERVICE BY:
5. CAERC INSTITUTIONAL FRAMEWORK
7. WHAT MAKES CAERC UNIQUE?

CENTRE FOR ANALYSIS OF ECONOMIC REFORMS AND COMMUNICATION OF THE REPUBLIC OF AZERBAIJAN

.. DEVELOPING INDEPENDENT AND HIGH QUALITY EVALUATION REPORTS

... HIGH-LEVEL ADVISORS SUPPORTED BY TECHNICAL TEAMS WITHIN THE ADMINISTRATION

.. COMPLEMENTED BY INDEPENDENT THINK-TANKS (ACADEME, NGOS, INTERNATIONAL CENTRES)

... ECONOMIC ANALYSIS BASED ON BIG-DATA SUBMITTED BY TECHNICAL DEPARTMENTS UNDER LINE MINISTRIES
8. OPERATION FOCUS AREAS

Monitor implementation, assess the progress, evaluate development impact and progress of the Government “Strategic Road Map 2020”

Establish **M and E Industry** in national level and laboratories to study how to evaluate economic transformation goals.

Transform public agencies to boost effectiveness.

Generate efficiency in public resources.

Exports and investment promotion, ensuring trade linkages with internationally tradeable services sectors.
9. WE OFFER.....

- Unique policy solutions (e.g., integrated approaches, innovations, standards, and catalytic investments)
- Professional, knowledgeable, committed staff
- Demanding assignments multi-tasking needs
- Closely-related functions of some departments
- In the forefront of innovations in public sector
10. GUIDING PRINCIPLES

- **ANALYTICS**
  (inclusive, proactive & demand-driven)

- **POLICY SOLUTIONS**
  (integrated approaches)

- **RESULTS ACCOUNTABILITY**
  (M&E)

- **PARTNERSHIP-ORIENTED**

- **MODERN**

- **CATALYTIC**
  (development-oriented solutions, export hub)

- **INNOVATIONS**
  (technology-oriented, human-centered designs)

- **KNOWLEDGE & COMMUNICATIONS**

- **DATA- AND EVIDENCE FOCUS**

- **VALUE-DRIVEN**

- **KNOWLEDGE BROKER**
11. CAERC VALUES

**CREDIBLE**: Independent, objective and transparent evaluation processes, based on big-data driven assessments.

**INNOVATIVE**: Building result-based national evaluation capacity by applying the best, advanced and result-driven methodology.

**CONSULTATIVE**: Engage with all layers of society on informing on results of evaluations and build two-way communication and consultation process and offer public-private dialogue platform.
12. STRATEGIC DIRECTIONS

- COLLECTING CRITICAL DOCUMENTS (E.G., 2018 WP)
- CONSOLIDATION OF INITIAL INFORMATION
- STRATEGIC PLANNING MISSION:
  - ONLINE SURVEY
  - INTERNAL DIALOGUES/EXERCISES ON SP PROVISIONS/OPTIONS
- FINALIZATION OF STRATEGIC PLAN
13. STRATEGIC TARGETS ..

- Contribute to the implementation of economic reforms in the Republic of Azerbaijan based on independent, transparent high quality development evaluation reports.

- Conducting macroeconomic and microeconomic analysis and research, preparation of forecasts.

- Contribute to the development of entrepreneurship in the Republic of Azerbaijan.

- Organization of the promotion on the achievements of the Republic of Azerbaijan in various fields of economy.

- Contribution to the growth of export in the non-oil sector of the Republic of Azerbaijan.

- Strengthening the position of the Republic of Azerbaijan as a digital trade hub.

- Strengthening the financial sustainability of the center.

- Strengthening the timely implementation of measures of state programs with regard to CAERC.

- Strengthening the capacity of the center.