






*The National External Result Oriented
Monitoring
(Monitoring Externe National Orienté verses
Résultats: MENOR)
implemented for the Rural Sector
in Mali*




This project is funded by the European Union








*Mains characteristics Public Aid for Development in the
Rural Sector*

- Rural Sector is dominated by the « Project Approach » with more than 230 projects and 35 different donors and development agencies
- Various M&E methodologies leading to different reporting formats and with very variable qualities
- Low national budget allocation to ensure appropriate M&E of projects
- Low institutional capacities and lack of supervisory Ministries to have a global idea of the performances of such a big and varied portfolio
- Project and « donor driven sector »



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Necessity of a National Projects and Programmes (P/P) M&E framework



- Assessing the performance level of donor funded P/P
- Reinforce position of the government of Mali towards Financial and Technical Partners (FTP)
- Set up concrete basis of a joint analysis framework Mali-FTP
- Open perspective for a SWAP and Sector Budget Support



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Institutionally, the first mission of the Planning and Statistics Unit (PSU) of the Ministry of Agriculture is the M&E of the projects and programmes of the Sector

This is an external *mission, not to be confused with:*

the internal monitoring, implemented by the projects themselves and by the TFP;

the supervision which is ensured by the supervision services of the Technical Ministries



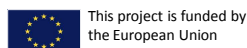
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2. The ME device for Projects/Programmes

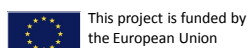
The system is based on 3 complementary approaches:

- 1) **Systematic monitoring** of all the projects: it is implemented at the beginning of each year by means of field visit and annual P/P review
- 2) **Result Oriented Evaluation** of a limited number of P/P: it is implemented all year round, through the *NEROM*
- 3) **Other specific evaluations** (ex post evaluations, joint evaluations with TFP) in the course of the year.

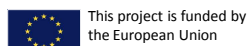


These approaches have specific tools and leading to specific documents

- First quarter: the annual implementation *REPORT* (P/P review) and the *DIRECTORY* (répertoire)
- Throughout the year: the *NEROM reports*, compiled at the end of the year in an *ANNUAL EVALUATION COMPENDIUM* (recueil MENOR)



All these reports as well as the projects' basic documents (loan agreements, financial agreements, evaluation reports, activity reports etc.) are systematically digitalised and stored in the Projects/Programs Database



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To take up the challenge of the Paris Declaration, the Planning and Statistics Unit (PSU) of the Ministry of Agriculture designed in 2006 the:

National External Result Oriented Monitoring (NEROM)

Based on:

- Setting up an independent national methodology to assess P/P performances no matter the donor M&E system is (Government leadership)
- Setting up standardized methodology implemented by national civil servants with a level of international quality
- Clear positioning of the Ministry as contractor of independent external monitoring of P/P (≠ internal monitoring and supervision)

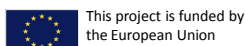
Specific tools of NEROM:



BCS (background conclusion sheet)

Designed in « Excel » format, it allows capitalizing all the conclusions of field visits conducted among projects beneficiaries. Questions were written by PSU (MA) officers in several participatory workshops and then experienced in the field.

- It helps appreciate performance criteria (relevance- efficiency- effectiveness-impact- sustainability) with a scaled rating going from -2 to +2
- The BCS remains an internal checking tool not intended for publication whereas the Monitoring Report (which is an abstract of the BCS) is for publication



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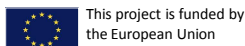


Standardized M&E Report (Rapport MENOR)





Deliberately very concised, it is limited to four pages only and includes two parts:

- A two descriptive page presenting all the financial and material data available on the project the day of the mission (monitoring = suivi)
- The second part is more analytical. It describes the performance table of the project and summarize in a dozen of lignes the monitor conclusions for each criteria. Mains remarks and recommendations are set at the end of the report (evaluation)




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Organization of NEROM missions:

- Updating of the Directory (répertoire) by systematically collecting the project's documents prior to launching the mission
- On the field, joint evaluation with a regional direction under the supervision of a PSU coordinator with a minimum of 7 days per project
- Only one person to write the report (min 5 days/project)
- The mission's expenses are paid by the Ministry, not by the project or the TFP




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Results after 3 years

- Evaluation of more than 40 projects funded by 15 different TFP
- Full alignment of internal monitoring of DUE on National monitoring for NGO's Project (Food security)
- Real impact on the projects' life in 2/3 of the cases
- Capitalization of NEROM recommendations when formulating new projects
- Increased credibility of the national structure vis à vis Projects/Programs and TFP
- Inclusion of the P/P M&E system into a global sector wide Result Oriented M&E system



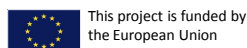
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Constraints



- Financial sustainability
- Trained civil servants' mobility and continuous need for new agents
- Weak circulation of the reports within civil society and among beneficiaries
- Obligation to enforce a permanent quality control to avoid falling into self indulgency
- Obligation to have a permanent specific expertise (technical assistance)



Conclusions



- Opportunity to attain high quality levels through capacity buiding
- Prudence in the interpretation of the rating system (not possible to rank the P/P or the PTF but correlation between criteria)
- JROM adapted to the Malian context (Government's leadership vs DUE leadership) could be a powerful mean of consolidating the national M&E system

