

*Description of the Global Result
Oriented Monitoring and Evaluation
device for Agricultural Sector in Mali*

*(Suivi Evaluation Global
Orienté vers les Résultats: SEGOR)*

I. Going to a SWAP

It is a long processus encouraging the inclusion of all resources available (internal and external) in a common matrix to achieve national priorities in one specific sector. The main goals of the processus are to :

1. Implement the National Policy (Politique de Développement Agricole) :

- i. Generating more coherence and a better coordination and harmonization;
- ii. Reducing the number of projects and transaction cost;
- iii. Reducing the dispersion of administrative capacity;
- iv. Building capacities at central and regional levels (finance, management, planning, M&E)

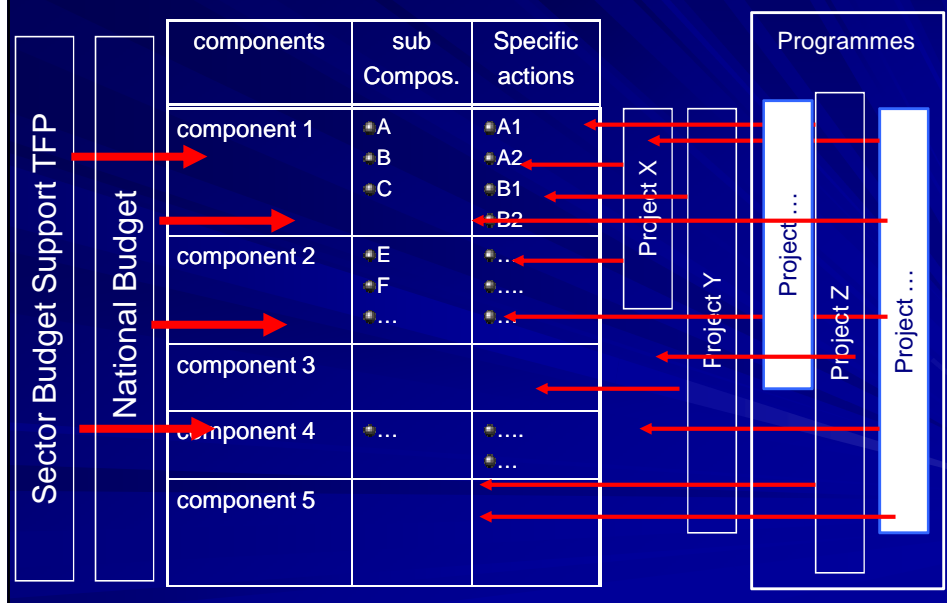
2. Increase the amount of investments (make the sector more attractive)

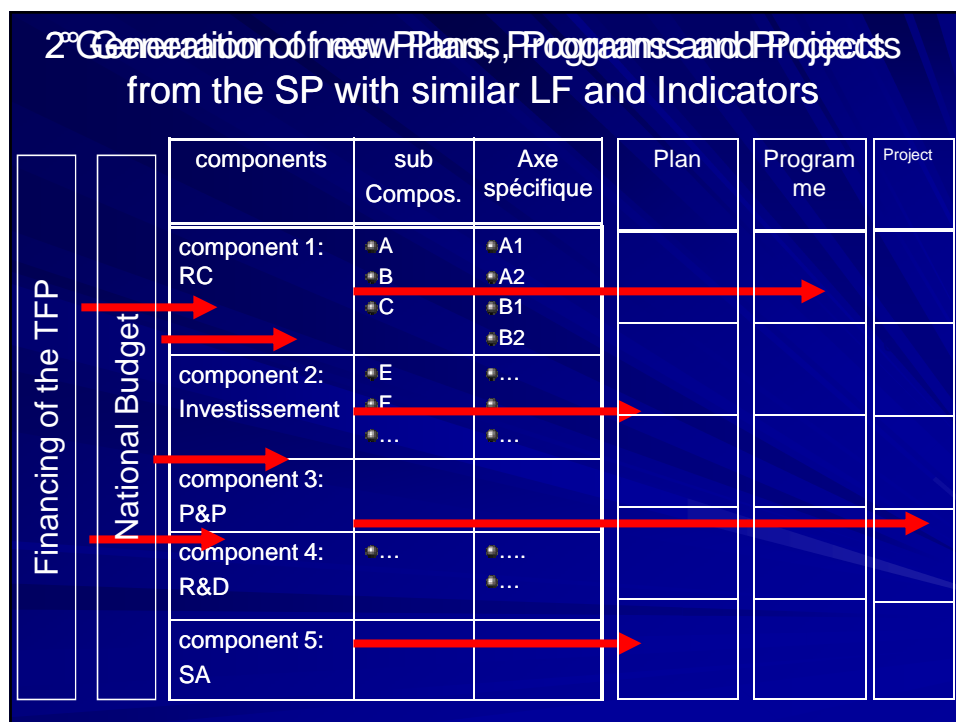
The Sector Wide Program (called PNISA in Mali) is filled at the same time by:

- i. National Budget (operating and investment)
- ii. Projects aligned or not to national procedures (every TFP is dealing with his own Paris Declaration)
- iii. Programmes made of several projects.
- iv. Sector Budget Support (when it is possible)

A Sector Wide Approach is not a Sector Budget Support

1st Inclusion of all TFP and financing into the Sector Programme





Policy (PDA)	Sector Wide Program SWP (PNISA)	Medium Term Expenditure Framework MTEF (CDMT)	Program Based Budgeting PBB (Budget Programme) Finance Law
Policy gives a global 10 years vision to develop the sector, linked with the « Loi d'Orientation Agricole »	It is the planning tool of the Policy. It federates all the needs for the next 10 years (reviewed after 5 years) and the funding acquired and gaps <i>Programming by means</i>	It is a tool for prioritization and simulation for a 3 years period according to the objectives targeted <i>Programming by objectives</i>	PBB is the budgeting tool leading directly to the Finance Law <i>Annual action plan</i>
The Policy recommends moving to a sector wide approach with the definition of a unique Sector Programme	One unique matrix (SWP) for 4 Ministries of the Sector (MA, MEP, MEA, CSA, SEDIZON)	One MTEF for each Ministry	One PBB for each Ministry

Conditions for a successful process:

- (i) A strong and efficient leadership of the sector,
- (ii) A clear commitment from government and mainly the Ministry of Finance
- (iii) A large consensus between the government and donors on issues of policy and sector management,
- (iv) A reasonable level of macroeconomic and political stability and
- (v) *A global and reliable RO M&E device.*

The Global ME system applies at two levels:

1°At the operational level, by implementing the P/P monitoring and evaluation

2°At the strategic level, by implementing a monitoring of sector indicators and an evaluation of the sector program

It reflects the different approaches implemented in the context of moving towards a SWAP.

For each level, actors, tools, products and costs are defined.

General objective of the « SEGOR»

- Monitor and evaluate the implementation of the Policy in both operational and strategic levels
- Provide an overview of the agricultural sector's contribution to the implementation of CSCR
- Provide decision makers with the elements of strategic reorientation
- Produce concrete foundations of a joint analytical framework GRM - TFP - Civil Society (Associations, NGOs etc.).
- Provide elements of decision for variable tranches in the context of a sector budget support.

II. The ME device for Projects/Programmes

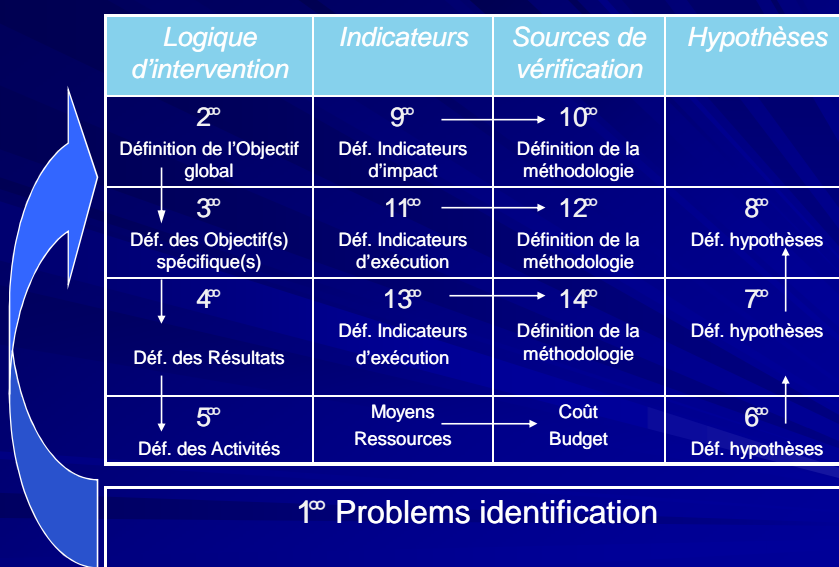
The system is based on 3 complementary approaches:

- 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 (MENOR)*
- 3) **Other specific evaluations** (ex post evaluations, joint evaluations with TFP) in the course of the year.

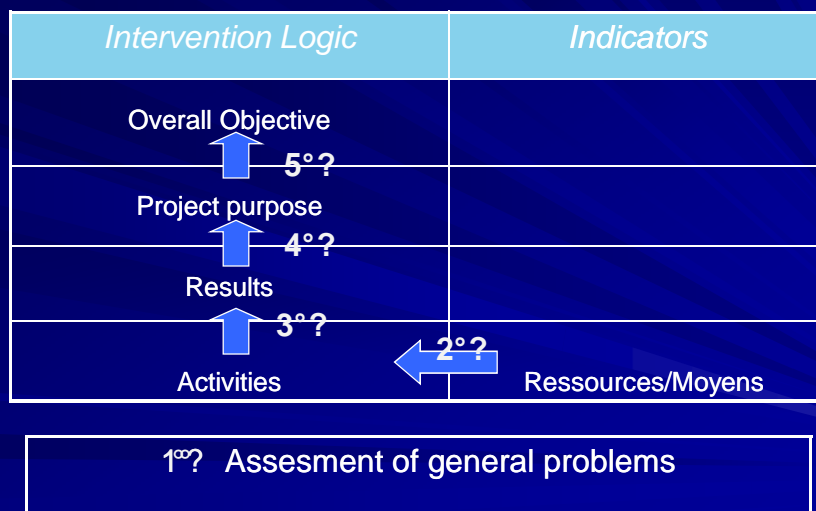
Choosing the performance criteria with the Logical Framework approach (LF)

1. Relevance and quality of design
2. Efficiency
3. Effectiveness
4. Impact prospects
5. Sustainability

1st The LF as a tool to formulate projects



2nd The LIFASS tool to monitor and evaluate



RELEVANCE

The appropriateness of project objectives to the real problems, needs and priorities of the intended target groups and beneficiaries that the project is supposed to address, and to the physical and policy environment within which it operates.

QUALITY OF
PROJECT
DESIGN

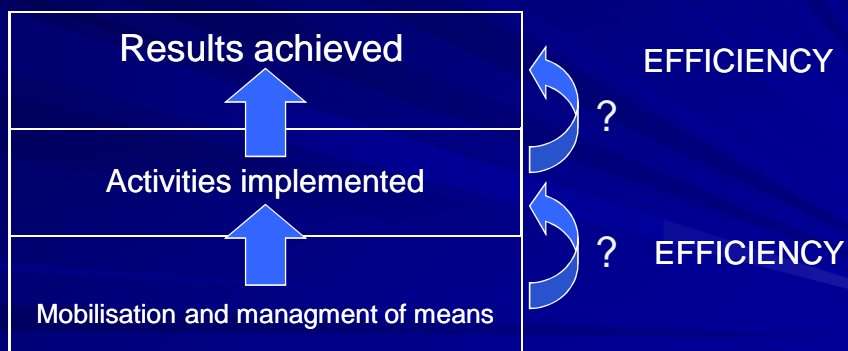


Logique d'intervention	Indicateurs	Sources de vérification	Hypothèses
Objectif global (ou sectoriel)			
Objectif(s) spécifique(s)			
Résultats			
Activités	Moyens Ressources	Coût Budget	

Real problems, needs and
priorities

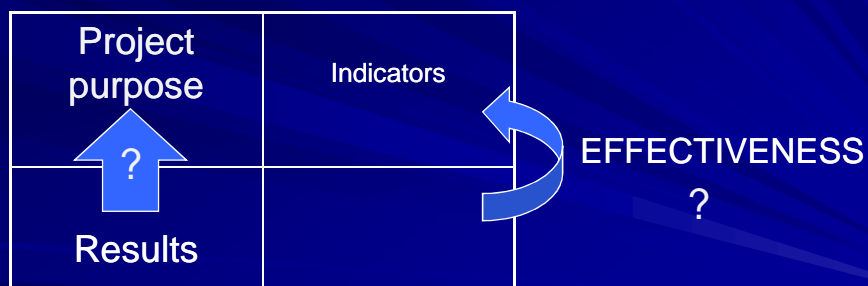
EFFICIENCY

The fact that the results were obtained at reasonable cost, i.e. how well means and activities were converted into results, and the quality of the results achieved.



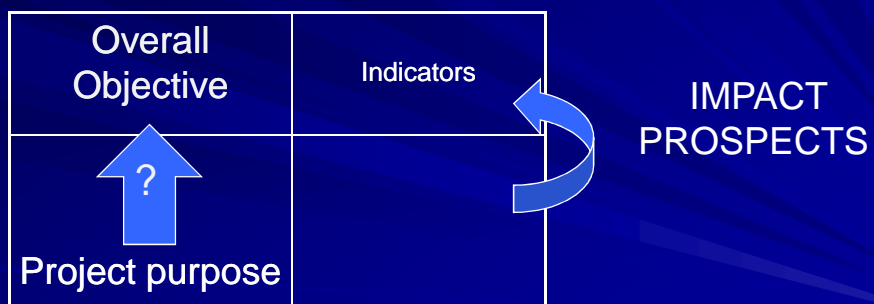
EFFECTIVENESS

The contribution made by the project's results to the achievement of the project purpose?



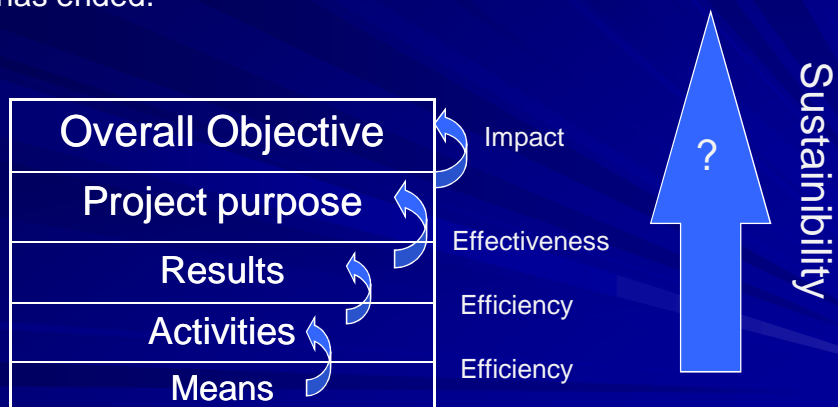
IMPACT PROSPECTS

The effect of the project on its wider environment, and its contribution to the wider sector objectives summarized in the project's Overall Objective.



POTENTIAL SUSTAINABILITY

The likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended.



III. The monitoring & evaluation device for the sector program (Strategic level)

The device is based on two complementary approaches and is punctuated by a joint sector review:

- 1) Monitoring of all sector indicators jointly validated in the sector programme*
- 2) Evaluation of the PS through a specific Result Oriented tool*

3.1. Monitoring all sector indicators

Monitoring is a continuous process of collecting and processing information which can identify abnormalities in progress, make adjustments and technical reorientation (if necessary) to achieve program goals.

The dashboard (tableau de bord) is a tool for steering components, for forecasting, monitoring and evaluation, information and warning.

All officials involved in the execution must have a dashboard, with different types of indicators (impact, outcome, performance).

Policy and SWP dashboards

1° General Objective with 12 impact indicators

GENERAL OBJECTIVE	IMPACT INDICATORS
Puissance sub régionale	<i>Part du PIB Agricole malien dans PIB Agricole régional Evolution de la balance commerciale Valeur des importations vivrières sur recette totale d'exportation</i>
Moteur économie nationale	<i>Progression du PIB Agricole; Volumes et taux d'investissements publics et privés dans le secteur; Emplois et revenus Agricoles; Evolution du taux d'exode rural</i>
Sécurité alimentaire	<i>La qualité nutritionnelle est conforme aux standards internationaux; Taux de malnutrition par sexe et par âge; Evolution des prix à la consommation des produits alimentaires</i>
Développement durable	<i>Indicateurs d'impact environnemental Proportion de terres assurant la bio diversité</i>

2° Specific objectives, outcomes indicators and performance indicators

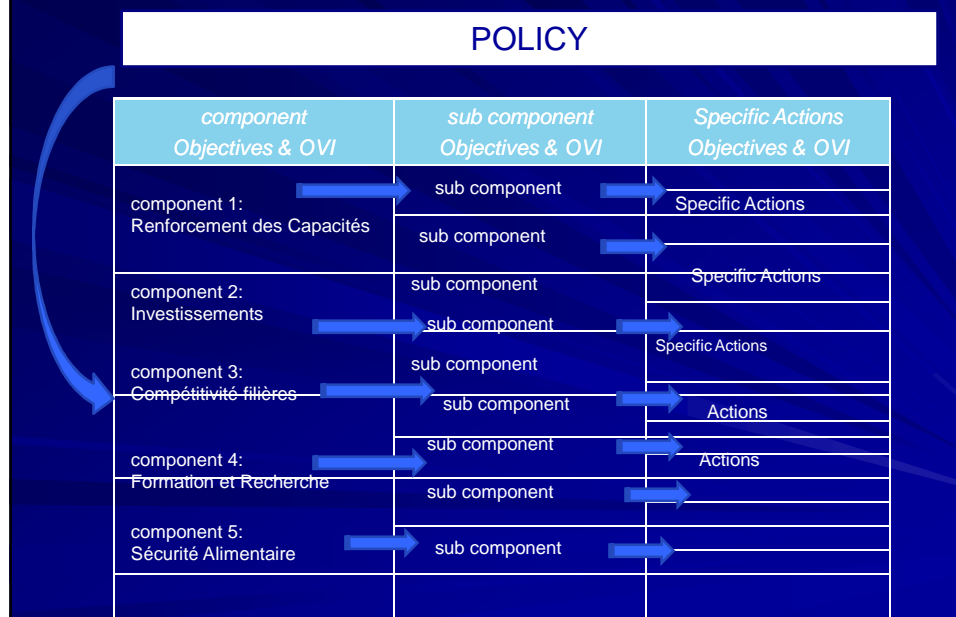
<i>component O Spécifiques</i>	<i>sub component Objectives/OVI</i>	<i>Axes spécifiques Résultats/OVI</i>
Outcome indicators	Indicateurs de performance	Indicateurs de performance
		Indicateurs de performance
Outcome indicators	Indicateurs de performance	Indicateurs de performance
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Outcome indicators	Indicateurs de performance	Indicateurs de performance
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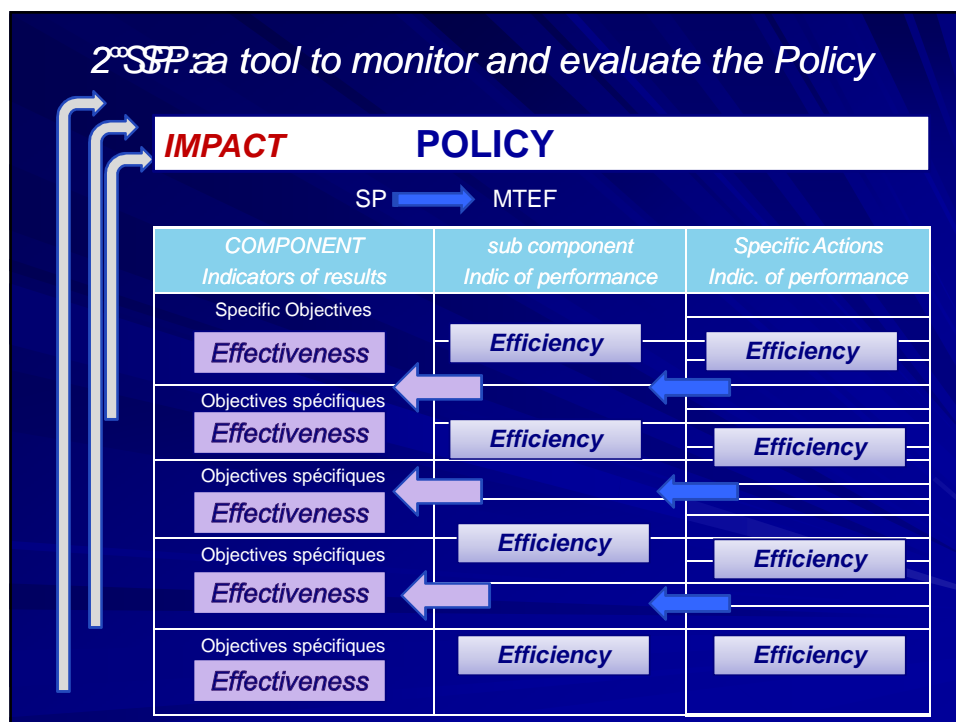
3.2. Sector Wide Result Oriented Evaluation (SWROE)

It is based on results from monitoring sector indicators

It evaluates the implementation of the Sector Programme, based on the logical sequence going from the SP to MTEF and Finance Law

1st The SWROE as a tool to formulate the Sector Policy





Tools (BCM and report)

The first tool is the Background Conclusions Matrix. This « **super BCS** » provides a standardized assessment for the 5 performance criteria with a rating system (with figures and not letters)

The report of Sector Wide RO M&E is divided into two parts:

1. The descriptive part: monitoring of the main indicators (statistics) and disbursements rates (P/P, NB, SBS); 5 pages
2. The analytical part that summarizes the 5 criteria and presents recommendations for improving sector performance; 10 pages

3.3. Annual Joint Sector Review GRM – TFP – Collectivities – Civil Society

Four groups of actors are involved in this yearly review of the Sector :

1. Government at the central and local levels;
2. Collectivities;
3. Private sector;
4. TFP

It is the place where all the products of M&E systems are disseminated and discussed.

IV. General device of the SEGOR for Agricultural Sector

Operational level P/P M&E			Strategic level SWP and M&E		
Activity	Product	Actors	Activity	Product	Actors
Annual P/P Review Monitoring	Répertoire	National GRM + CS	Monitoring sector indicators	Statistics (EAC) and RGAE	National GRM
M & Evaluation NEROM	NEROM reports	National GRM + CS Joint analysis	Evaluation SWROE (SWP - MTEF)	SWROE Report	Joint GRM TFP driven by GRM
Others evaluations	Evaluation reports	Joint GRM & TFP but donor driven	Sector Joint Review	Joint Sector performance report signed by all actors	Joint GRM, TFP, CS Private