

# Mauritanian Monitoring and Evaluation Association (AMSE)

## EVALUATION STATUS IN MAURITANIA

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# Introduction



In accordance with:

- ❑ Millennium Development Goals (MDGs)
- ❑ Conferences on development and aid effectiveness (Rome and Paris, Marrakech and Accra)
- ❑ NEPAD and AGOA initiatives for Africa
- ❑ Growing requirements of development partners, the urging of civil society and much of the political class.

**Awareness of the importance of strengthening evaluation capacities of development public policies and programs.**

**Awareness results:**

- ❑ Harmonization of programs and policies with: the Strategic Framework for Poverty Reduction (SFPR); Public Investment Programs (PIP); the Medium-Term Expenditure Framework (MTEF); the annual finance laws with the **integration of alternative monitoring and evaluation.**

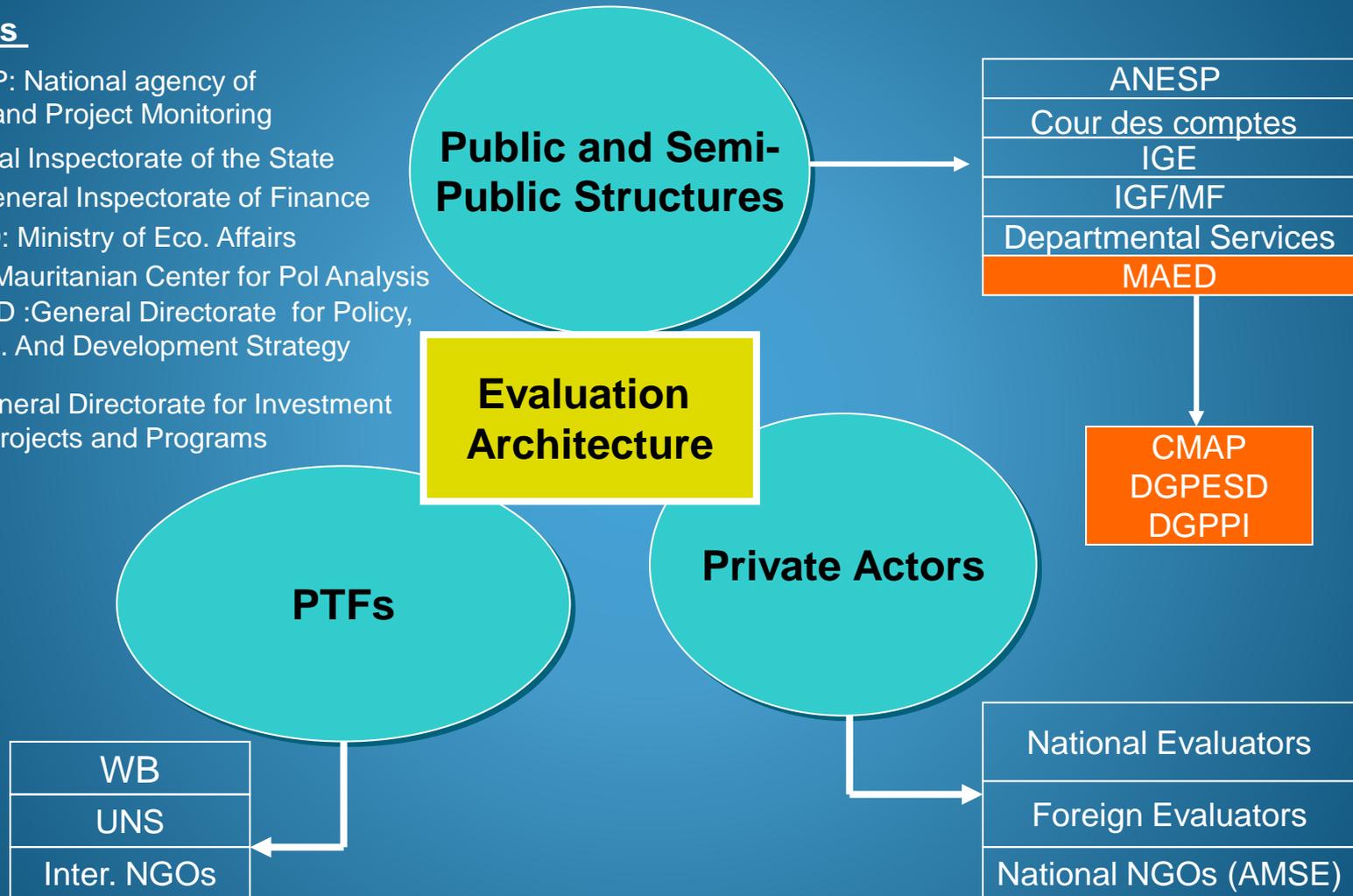


- **May 2009**, a study on the evaluation capacities in Mauritania following the recommendations of the Regional Workshop on the monitoring-evaluation process, held from October 23 to 25 in Nouakchott.
- *This document presents: the architecture of the evaluation system, the practice of evaluation, triggering factors, constraints, challenges, response to challenges through a five-year capacity-building plan and concluding remarks.*

# I- Evaluation Architecture

## Acronyms

- ANESP: National agency of Studies and Project Monitoring
- IGE: General Inspectorate of the State
  - IGF: General Inspectorate of Finance
  - MAED: Ministry of Eco. Affairs
- CMAP: Mauritanian Center for Pol Analysis
- DGPESD :General Directorate for Policy, Eco. And Development Strategy
- DGPPI: General Directorate for Investment Projects and Programs



**Features:** Expansion of actors, overlapping responsibilities, sometimes at the heart of the same office and weakness of resources, relative effectiveness.

## **II-Practice of Evaluation:**

Scope, methodology, human resources, target areas, outcomes, dissemination, evaluation category, sanctions

### **1-Scope**

The scope of the evaluation is extended to virtually all economic activity: Public economic policy, ministries, all public industrial, commercial and administrative companies, decentralized and devolved services, projects, programs and sub-programs...

### **2-General Methodology**

Simple individual interview and use of questionnaires: 66%

Quantitative analysis and focus groups: 38-42%

### **3-Human Resources**

54% of the entities surveyed have specific human resources for M & E actions (1 of 2)

A specific evaluation service exists in 19% or less than 2/10 of the cases

## **4-The evaluation is a permanent or frequent activity**

In public development policy: 34%

- projects and programs: 66%

- Institutions that have not assessed public policies in the last three years: 46%

## **5-Results and Impacts of the Evaluation**

1- Evaluation resulting in changes: 50%

2- Adjusting the roles of sponsors and donors

Institutional impacts after evaluation: 38%

## **6-Dissemination of results**

Reports : 12%

Press Conference: 20%

Possibility of downloading report from the Internet: 0

## 7-Evaluators used

External evaluators: 54%

Internal evaluators: 44% ( **biased rates** )

## **8-Sanctions**

In order of identified frequency:

1. Official checked with demand for return of all or portion of funds if misuse occurs
2. The official is simply removed from office (sometimes provisionally)
3. A change of mandate
4. Imprisonment, rarely if ever, leading to a trial in due form.

### **III- Elements triggering the evaluation process**

We do not have statistics on interventions or their frequency.

The evaluation process is generally activated depending on the organization and the capacities of the institution in charge.

#### **1-Main triggering stakeholders**

**1-1 State and assimilated institutions:**

The evaluation process is initiated by Higher Authorities: the Supreme Court by the Head of State, the General Inspectorate of the State by the Prime Minister, the General Inspectorate of Finances, the monitoring-evaluation services of the departments, by the Minister of Finance...

**Note:** These Institutions are supposed to intervene in order to develop their annual programs.

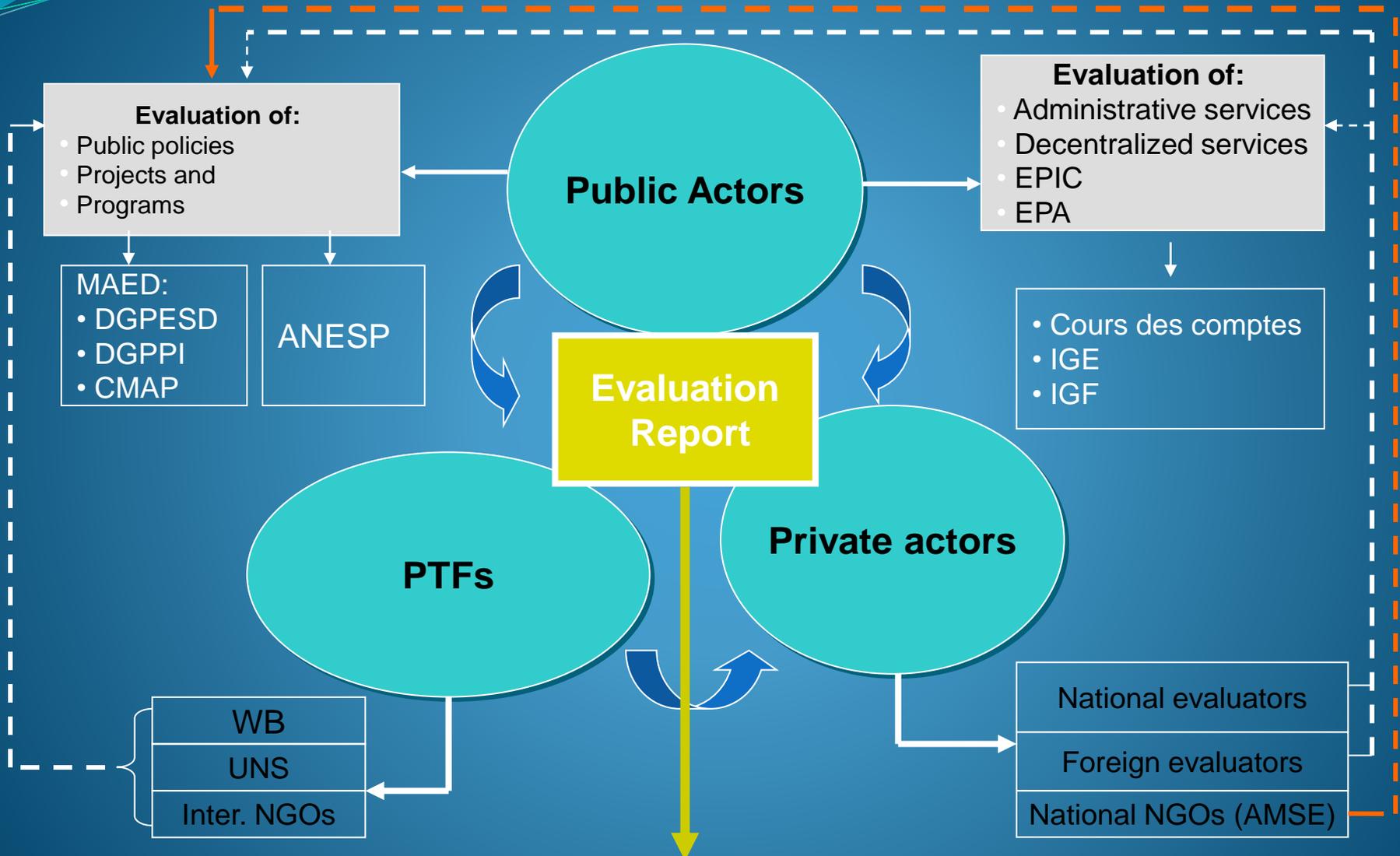
1-2-Organizations, projects and programs on external funding.

The evaluation process is triggered by the development partners who may sometimes require annual, ex ante, midterm or ex post evaluations.

## **2-Secondary triggering stakeholders**

The evaluation can be triggered, secondarily or circumstantially, by external actors such as independent media, civil society or simply rumor!

# Evaluation Process



**Limited Dissemination!!!**

# IV-Constraints blocking the evaluation

1. **Demand**: not sufficiently formal
2. **Marked absence of** : evaluation supervision body (functional)
3. **Human resources** : weak in numbers and quality
4. **Material resources** : Very weak budgets
5. **Supports** : insufficient (statistics...)
6. **Information system** : fledgling
7. **Actors** : abundant and not sufficiently efficient in State and assimilated institutions; lack of coordination among private actors
8. **Role of parliamentarians, civil society and the media** : below the desired level, sometimes complaisant
9. **Sociological factors**: Weight of tradition gives the evaluation an accusatory dimension, rejected by a society in which active members are so few that nearly all know each other directly or indirectly.

# V-Challenges and Action Plan

## 1- Challenges

**Challenge 1** *Having an explicit and sustained demand*

Need for a sustained demand for evaluation by the different stakeholders (executive, parliament, civil society...)

Responses related to two factors:

1-Development of a culture of result (GAR)

2-Good governance

**Challenge 2** *Building on a permanent institutional mechanism adapted to the country:*

The current institutional environment is characterized by its instability, politicization, low attractiveness to national expertise, volatility of the frameworks, difficulty of inter-ministry coordination. In this context, the installation of a long-term mechanism that meets the different requirements is a second challenge.

## 2- Action Plan

**Program : 2 phases and 4 components**

Detailed plan for monitoring and controlling parameters:

Expected results

Actions to be taken

Program structures

Priority type

Period covered

**2 phases** : Short term phase – Long-term phase

## 4 components

1. Adoption of a general framework that provide a basis for the institutionalization of policy and public program evaluation;
2. Strengthening of human evaluation capacity;
3. Improvement of information systems and dissemination of evaluation results to help public decision-making and promote public policy debate;
4. Organization and professionalization of national evaluation activities.

# Conclusion



- The evaluation system, controlled by the sole executive, is prisoner, above all else, to its own logic: An abundance of services with unclear mandates and greatly overlapping capacities, without central coordination and leadership.
- Weakness of authorities that represent elected officials, civil society and the independent media.
- Burdens of society, culture of opacity, failure to report results, all of which hinder the development of the evaluation.
- The measures advocated by the action plan have declined, representing a range of measures that are still insufficient. **The catalyzing element is still undeniably the political will**, without which the suggested and appropriate measures would be working to empty the ocean with a teaspoon. *Thank you for your attention.*