



Islamic Republic of Mauritania

Implementation CAP-Scan Process



Summary

July 23, 2008

CAP-Scan Process in the Islamic Republic of Mauritania

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Report on the CAP-Scan Process by the Government of the Islamic Republic of Mauritania - July 2008

1. Summary

A. Approach and participation

The CAP-Scan¹ is an analytical framework and participatory process that countries can employ to identify and prioritize their MfDR capacities.

Countries may focus to self-assess government-wide capacities involving key government persons to evaluate the five central pillars of MfDR:

- Leadership
- Evaluation and Monitoring
- Accountability and Partnerships
- Planning and Budgeting
- Statistics

The CAP-Scan matrix gives a detailed overview of the 5 MfDR pillars and its evaluation criteria or dimensions². The self-assessment allows people to rate their level of progress on individual aspects of each pillar. Four levels can be identified³:

- Awareness
- Exploration
- Transition
- Full implementation

The final result of the CAP-Scan is the identification of MfDR priorities and a specific action plan to realize the identified priorities.

The CAP-Scan process in the Islamic Republic of Mauritania took place from June 29 until July 16, 2008⁴. The exercise has been coordinated by the Directory General of Development and Economic Cooperation of the Ministry of Economy and Finance. The following 7 Ministries have been involved in the CAP-Scan process:

- Ministry of Economy and Finance (MEF),
- Ministry of Budget (MDB)

¹ Managing for Development Results Capacity Scan

² Annex A

³ Annex B

⁴ Annex C

- Ministry of Civil Servants and Modernization / Public Sector Capacity Building Project (MFPMA),
- Ministry of Health (MS),
- Ministry of primary and secondary Education (MEFS),
- Ministry of Employment, Integration and Education (MEIFP),
- Ministry of Oil and Mining (MPM).

The participation in the CAP-Scan exercise also includes representatives of the following organizations and ministries⁵:

- General Delegation to Promote Private Sector Investments (DGPIP),
- National Office of Statistics (ONS),
- World Bank – Country Office of Mauritania (BM),
- UNDP –Country Office of Mauritania (PNUD).

Three consultants have supported the CAP-Scan exercise:

- M. Abdel Aziz Ould Dahi (national consultant, to support the methodology and content)
- M. Khatry Ould Yazid (national consultant, follow-up and coordination)
- M. Samer Hachem (international consultant, facilitator)

The CAP-Scan exercise benefitted from logistical and technical support of the World Bank and UNDP offices in Mauritania.

This reports presents the results of the CAP-Scan in Mauritania. The CAP-Scan team would like to thank the participants for their time and high-quality input in the discussions.

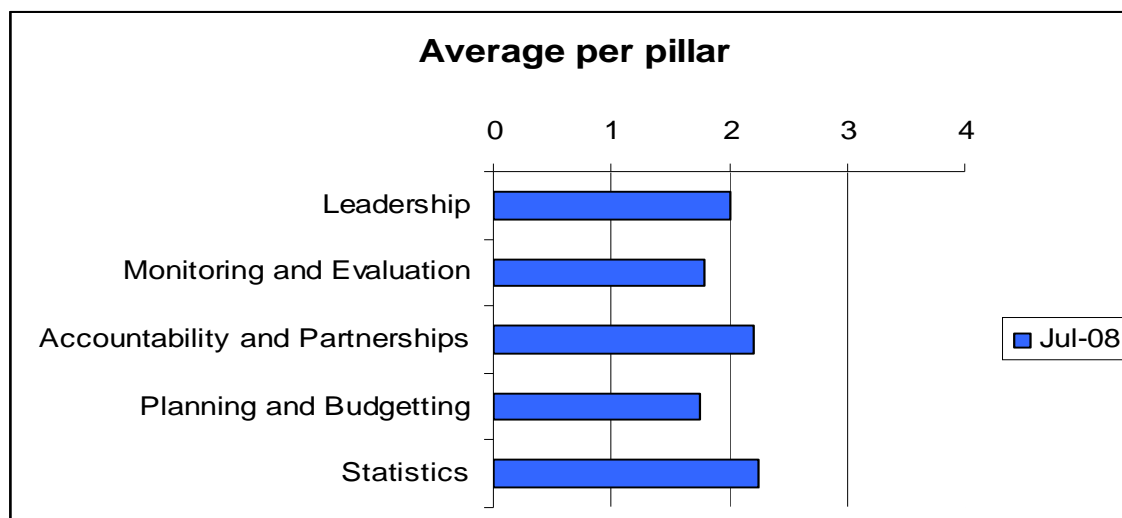
B. General Results

It must be emphasized to begin with that the implementation of CAP-Scan in Mauritania is the first actual application of the methodology. An appropriate adaptation of the framework and of the set of CAP-Scan documents to the Mauritanian context was accordingly provided, mainly prior to the official commencement of implementation on June 29, but also throughout the duration of the exercise.

The first result of the CAP-Scan is a self-evaluation of the capacities for Managing for Development Results (MfDR).

The results of this self-evaluation with respect to the five pillars of MfDR, adapted to the Mauritanian context, are summarized in the chart below:

⁵ Annex D



An initial general comment on this chart is that the self-evaluation provides an overall picture of the Government's progress in terms of capacities for managing for development results in the end-of-experimentation and start-of-transition stages. This seems to reflect a situation in which the need to develop capacities is recognized⁶ as critical for obtaining better development results, but with an overall response framework that is still in process of stabilization and including numerous major initiatives in a pilot stage.

From a somewhat more detailed standpoint, the chart also underscores the observation frequently expressed during the discussions that one of the main avenues for improvement in terms of management capacities aimed at development results is represented by the processes involved in implementation (for example the budgeting process), whereas the institutional mechanism and the structures in place are of more advanced levels.

This analysis of the self-evaluation will be developed further on in Section 3 of the report Methodology and Detailed Results, based in particular on a more detailed description of the results of the self-evaluation by dimension.

On the basis of the self-evaluation and a multicriteria analysis of the dimensions, the second result of the CAP-Scan is identification of the dimensions for which actions to improve MDR capacities should be assigned by priority.

The priority dimensions identified are the following:

⁶ The Three-Year Development Plan for 2008-2010 for instance refers in its introduction to the "problem of absorption capacity": "The execution of public projects has up to the present been constrained by a national absorption capacity limited by a combination of factors (limited capacities of the execution of projects, limited capacities of local contractors, lengthy delays in procurement and effecting of public expenditures, practices in conducive to competition, etc....).

- Leadership Pillar:
 - Commitment
 - Clarity and articulation of the vision

- Monitoring and Evaluation pillar:
 - National planning focused on development results
 - Monitoring and evaluation capacity
 - Administration performance development results oriented.

- Budgeting Process Pillar:
 - Budget consistent with the national priorities.

It should be noted that, as a logical consequence of the findings of the self-evaluation, these priorities are angled mainly toward the implementation aspects, and are designed in particular to ensure allocation of resources in accordance with the national priorities and also to institute more effective monitoring and evaluation.

At the same time the working group recognized that leadership is a permanent success factor and that any action, even one scheduled to be completed within a limited time frame, must strengthen the Government's commitment to ensure a successful outcome.

The third result of the CAP-Scan is an action plan covering these priorities, with the objective of improving capacities for managing for development results within a time horizon of from 6 months to one year. This action plan is spelled out in detail in Section 3: Methodology and Detailed Results.

2. The CAP-Scan Process in Mauritania

Mauritania is the first country to test the CAP-Scan approach. The Government of the Islamic Republic of Mauritania volunteered to pilot the process and refine the CAP-Scan methodology and then share its experience with other countries.

The CAP-Scan coordinator from the Mauritania Government is Mr. Moheyedine Ould Sidi-Baba, Director General of Development and Economic Cooperation, Ministry of Economy and Finance.

Mauritania's CAP-Scan process was supported by a team of 3 consultants:

- Mr. Abdel Aziz Ould Dahi (National consultant, Methodology and Content)
- Mr. Khatry Ould Yazid (National consultant, Application and Coordination)
- Mr. Samer Hachem (International consultant, Facilitator)

The CAP-Scan process benefited from the administrative and technical support of the World Bank Country Office in Mauritania and UNDP/Mauritania.

The self-assessment was government-wide, rather than focusing on a specific sector or Ministry. Seven Ministries were selected to participate directly in the exercise:

- Ministry of Economy and Finance (MEF),
- Ministry of Budget (MDB)
- Ministry of Civil Servants and Modernization / Public Sector Capacity Building Project (MFPMA),
- Ministry of Health (MS),
- Ministry of primary and secondary Education (MEFS),
- Ministry of Employment, Integration and Education (MEIFP),
- Ministry of Oil and Mining (MPM).

There were three participants from each Ministry, including a focal point. Participants were selected at the request of the Ministry of Economy and Finance⁷.

⁷ Annex D

3. Methodology and Results

A. Adapting the methodology and tools

The CAP-Scan process began with efforts to adapt the self-assessment framework (CAP-Scan matrix) and all other documents related to the methodology to best reflect the Mauritanian context. This work consisted primarily of:

Translation of documents and tools, particularly the CAP-Scan matrix, into French (only one part of the methodology documentation was available in French prior to the exercise).

The matrix was adapted to include the following changes:

- Review of pillar names ;
- Analysis and update of the dimensions of each pillar. Three dimensions were added under the Leadership pillar Accountability and Delegation, Change management, and Human Resource Management. Government performance was added under the Monitoring and Evaluation pillar;
- Definition of one key question per dimension and integration of standard questions provided by the CAP-Scan Secretariat to the matrix;
- Developing a table showing the relationship between the CAP-Scan and other existing results frameworks and initiatives in Mauritania, such as the PRSP and the PEFA⁸;

The adaptation of the methodology and associated documents took place as follows:

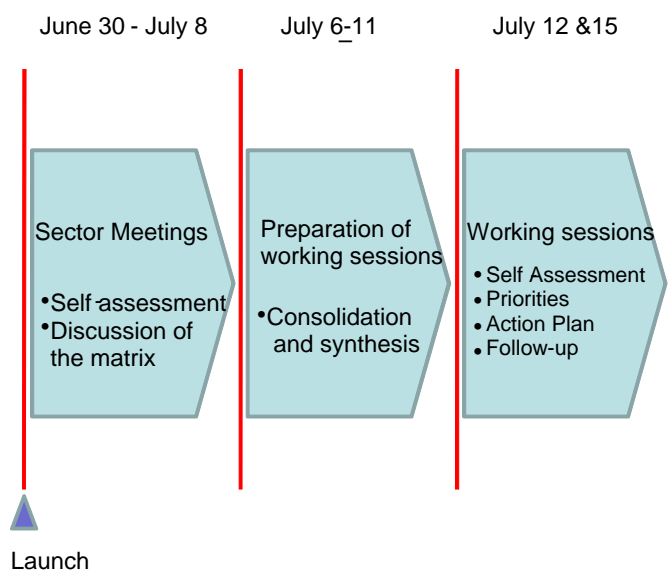
- A two-step evaluation process by and across sectors;
- Formalization of the multi-criteria analysis to define priorities and analyze the feasibility and urgency of actions.

Even though adaptation efforts were begun June 29, before the launch of the CAP-Scan, they continued throughout the process with the addition of the feedback and commentary of participants.

B. General approach

The CAP-Scan process was divided into 3 steps following a launch meeting at the Ministry of Economy and Finance. The stages are described in the following graphic:

⁸ Annex I



The first stage involved small group sector meetings, with the double objective of gathering preliminary commentary on the framework following its adaptation to the Mauritanian context, and introducing the self-assessment to participants in smaller group settings.

In the second stage, consultants consolidated the commentary from each Ministry to identify differences and prepare for full group discussions.

The working sessions took place in stage three. Participants from all Ministries gathered with four objectives:

- Finalize the CAP-Scan matrix in an inter-sectoral group setting;
- Analyze the results to identify priorities and actions;
- Develop an Action Plan ;
- Define next steps and monitoring after the Accra High Level Forum.

C. Methodology and results of the working sessions

The CAP-Scan working sessions took place from July 12-15 in Nouakchott. Focal points from each Ministry met in a final session on July 16 to complete the Action Plan.

This section briefly describes the work methods used throughout the working sessions.

1. Self-assessment

The basis of the self-assessment was the synthesis of sector self-assessments and the identification of the different perspectives of participants from each Ministry.

Discussions focused principally on the differences with the aim of arriving at a consensus opinion for each dimension.

The justification for the scores for each dimension in the CAP-Scan matrix is provided in the CAP-Scan journal⁹.

The table on the following page presents the results by dimension.

Several observations were made during the self-assessment:

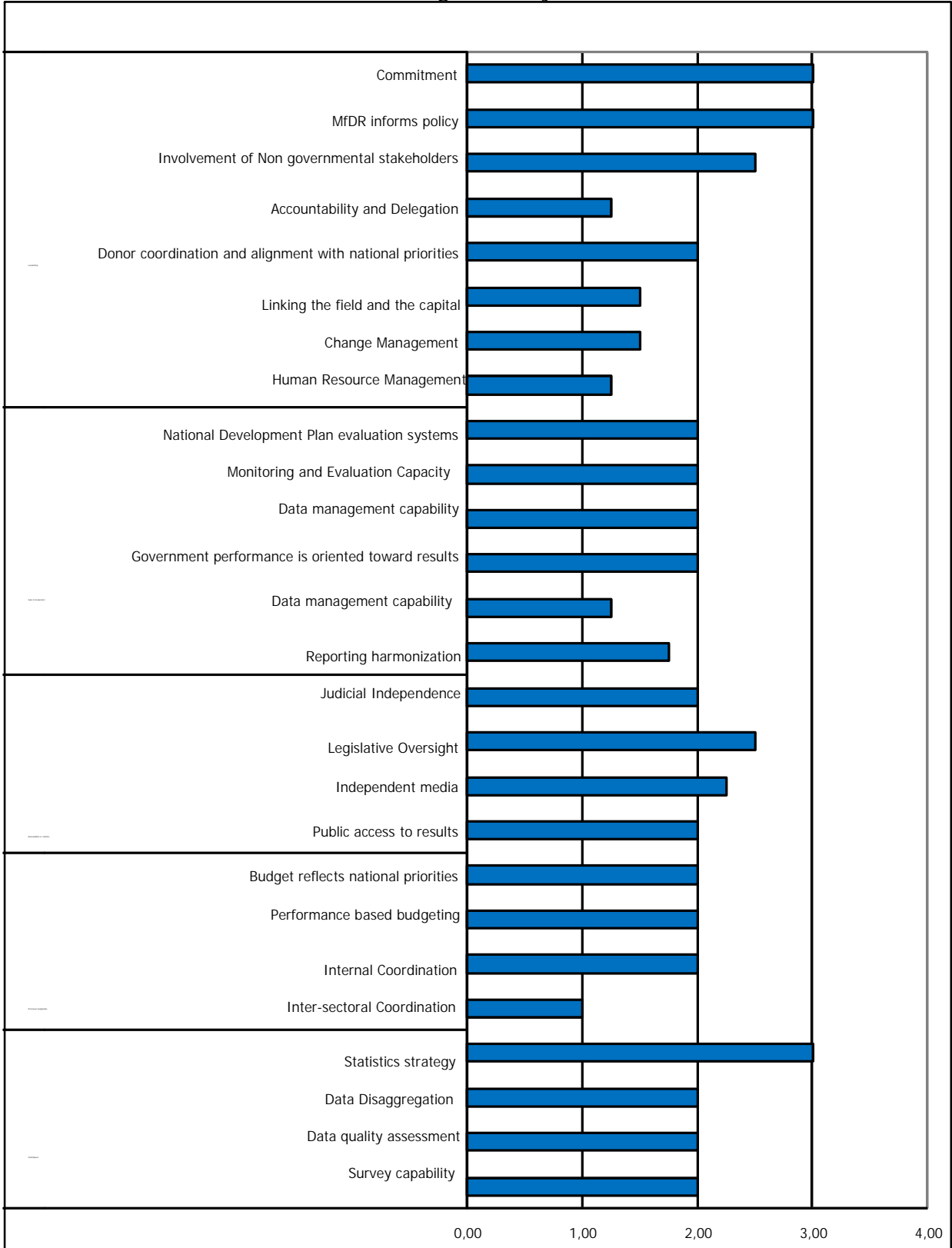
The dimensions related to institutional capabilities were slightly more advanced than others (such as commitment, the role of parliament, strategic planning and statistics)

The dimensions with the highest scores were not identified as needs or priorities. (such as dimensions under the Monitoring and Evaluation pillar, budgetary processes, and dimensions related to data quality and analysis under the Statistics pillar). The consultants noted there was wide agreement that Mauritania's capacities in all pillars fell generally in the Exploration level.

The dimensions that were more "cultural" in definition scored the lowest (including Accountability and Delegation, Human Resource Management, Change Management, Intersectoral coordination). These dimensions correspond to complex issues for which adopting changes may take a long time.

⁹ Annex E

CAP-Scan Diagram- July 2008



2. Priorities

Priority areas were identified through successive analysis using three different criteria:

- Importance
- Feasibility
- Urgency

These criteria were addressed in the working sessions as described below:

Criteria 1: Importance¹⁰

- The group was divided into smaller discussion groups to validate and arrive at consensus on key areas
- Only those areas considered indispensable or critical were retained for further analysis

Criteria 2 and 3: Feasibility and Urgency¹¹

- Full group discussion of the self-assessment results

Identifying priorities¹²

- Areas considered indispensable or critical and feasible and urgent were top priorities
- Other areas considered indispensable or critical were second on the priority list
- Areas considered important or useful were third on the list of priorities

The priority areas were as follows:

Leadership Pillar

- Commitment
- MfDR informs policy

Monitoring and Evaluation

- National Development Plan evaluation systems
- Monitoring and evaluation capacity
- Information systems and decision-making tools
- Government performance oriented toward development results

Planning and Budgeting Pillar

- Budget reflects national priorities

The final CAP-Scan results are depicted visually in the diagram on the following page. This diagram combines the results of the self-assessment and the three priority levels.

¹⁰ Annex F

¹¹ Annex G

¹² Annex H

It was noted that the self-assessment results were consistent with most of the prioritization decisions. Participants selected priority areas from the pillars that received the lowest self-assessment scores (in particular, Monitoring and Evaluation).

At the same time, as was already mentioned above, the working group emphasized the fact that leadership was a key factor in success and retained two areas under this pillar as priorities for action (these areas had relatively high scores).

Matrix with results of the self assessment and prioritization – CAP-Scan July 2008

| | 1 | 2 | 3 | |
|------------|---|--|---|---|
| Priorité 1 | | | 4.1 The budget reflects national priorities 2.1 National Development Plan evaluation systems 2.2 Monitoring and evaluation capacity 2.3 Data management capability 2.4 Government performance focus on MfDR | 1.1 Commitment 1.2 MfDR informs policy / national planning |
| Priorité 2 | | 1.8 Human Resource Management 1.7 Management of Change | 1.5 Donor coordination 3.1 Judicial independence 3.3 Independence of the media 5.2 Etendue et désagrégation des données 5.4 Data quality assessment | 3.2 Legislative oversight |
| Priorité 3 | | 1.4 Responsibility and delegation 2.5 Client satisfaction systems 4.4 Coordination inter sectorial | 1.6 Integration of decentralized actors 2.6 Reporting harmonization | 3.4 Public access to results 4.2 Performance based budgeting 4.3 Internal coordination 5.4 Capacity to do questionnaires |
| | | | 1.3 Involvement of non governmental stakeholders 5.1 Statistics strategy | |

3. Developing the Action Plan

An action plan was developed to improve capacities related to the six areas deemed priorities by participants.

Action planning took place in three steps:

- Three groups organized to define actions to address the top priority areas.
- Full group consolidated results and built consensus on the action plan. Some suggested actions were cut in the full group discussion. Only those actions that could have a clear result within 6 months to one year were maintained in the final plan.
- Only 50% of the final action plan was completed during working sessions due to the length of the CAP-Scan exercise and other circumstances (the announcement of a new government) Focal points from each Ministry gathered at the Ministry of Economy and Finance in a supplementary meeting in order to complete the exercise.

The action plan is presented in the following pages:

Two important points to note:

- In some cases, the action plan proposes to focus on actions already underway. Some actions were intended to refine existing projects. As mentioned above, preparatory work to identify the conceptual links between the CAP-Scan and other results frameworks was a useful aid in this regards¹³.
- The development of the action plan and monitoring steps reinforced the CAP-Scan methodology. This point is discussed further in section 8: Lessons from the Pilot.

¹³ Annex I

| | | | | | | | | | | | | |
|--|--|-----------------------------|--|-----------------|--|--|--|--|--|--|--|--|
| | government employees: pilot perimeter on the staff of the M&E units in the DEPs. | r: % of officials evaluated | | er by TO + 1 yr | | | | | | | | |
|--|--|-----------------------------|--|-----------------|--|--|--|--|--|--|--|--|

| Dimension | Programmed actions | Indicator/ Monitoring | Reference situation | Target situation Schedule | Financing | | | Resp. Exec. | Preparation | Execution | Priority | Comment/Connection with existing action |
|--|--|----------------------------|---------------------|------------------------------|-----------|------------|--------|--------------------|-------------|-----------|----------|---|
| | | | | | Obtained | Obtainable | Source | | | | | |
| Monitoring and Evaluation | | | | | | | | | | | | |
| National Planning development results oriented | | CAP-Scan | 2.00 | | | | | | | | 1 | |
| 2.1.1 | Define the List of Key monitoring indicators by department. | | | TO + 6 months | | | | Departments | | | | |
| 2.1.2 | Design a consistent evaluation system for public policies (DHD or CMAP "Observatoire") and start a pilot evaluation in Health, Education, Water Supply and Employment | | | TO + 1 Yr | | | | MEF | | | | |
| Monitoring and evaluation capacity | | CAP-Scan | 2.00 | | | | | | | | 1 | |
| 2.2.1 | Perform a technical audit of the DEPs: - review the DEP's missions in the departments; - Needs (tools, HIR) for performance of the monitoring and evaluation function. NB: to be integrated into the organizational audits. | | | TO + 6 months | | | | MFPMA | | | | Aspect to be incorporated into TORs of the organizational audit consultancy |
| 2.2.2 | Implement the conclusions of the technical audit to establish the M&E units in the MEF, MEIFP, MDAT, MS, MFPMA and Infrastructure (pilot organizational audits). | No. of ministries equipped | | | | | | Ministry proposals | | | | Follows from 2.2.1 |
| 2.2.3 | Train the senior staff | No. of | | | | | | "Precas | | | | |

| | | | | | | | | | | | | | |
|--|---|---------------|--|--|--|--|--|--|----|--|--|--|--|
| | responsible for M&E by means of exchanges of experience with other countries. | staff trained | | | | | | | p" | | | | |
|--|---|---------------|--|--|--|--|--|--|----|--|--|--|--|

| Dimension | Programmed actions | Indicator/ Monitoring | Reference situation | Target situation Schedule | Financing | | | Resp. Exec. | Preparation | Execution | Priority | Comment/Connection with existing action |
|---|---|--------------------------|---------------------|------------------------------|-----------|------------|--------|-------------|-------------|-----------|----------|--|
| | | | | | Obtained | Obtainable | Source | | | | | |
| Information system and decision-support tools | | CAP-Scan | 2.00 | | | | | | | | 1 | |
| 2.3.1 | Prepare specifications for the economic and financial performance chart | | | TO + 6 months | | | | MEF | | | | |
| 2.3.2 | Put into effect the recommendations of the specifications for the economic and financial performance chart. | | | | | | | MEF | | | | Follows from the preceding action, pro mem. and to be reviewed during the next discussion |
| 2.3.3 | Develop a standardized method for managing the M&E information systems. | | | TO + 1 yr | | | | MFPMA | | | | |
| 2.3.4 | Train the human resources to use and apply these standard methods. | | | | | | | MFPMA | | | | Follows from the preceding action, pro mem. and to be reviewed during the next discussion. |
| Administration performance development results oriented | | CAP-Scan | 2.00 | | | | | | | | 1 | |
| 2.4.1 | Review the mission statements of the departments | | | TO + 1 yr | | | | MFPMA | | | | |
| 2.4.2 | Define the job descriptions for all staff levels (pilot). | | | TO + 6 months | | | | MFPMA/MEF | | | | |
| 2.4.3 | Speed the execution of the study on government employee remuneration. | | | TO + 1 yr | | | | | | | | |

| | | | | | | | | | | | | |
|---|---|-----------------------------------|------|----------------|--|--|--|------------------|--|--|---|--|
| 2.4.4 | Implement the recommendations of the organizational audits (6 ministries in progress). | | | TO + 1 yr | | | | | | | | |
| 2.4.5 | Put into effect and evaluate performance-measurement tools in the 5 pilots (MPM, MEF, MFPMA, MS and MEN). | No. of Depts with efficient tools | 2 | 5 by TO + 1 yr | | | | MFPMA and pilots | | | | Action initially proposed in the framework of the Commitment dimension |
| Budget process | | | | | | | | | | | | |
| Budget reflects the national priorities | | CAP-Scan | 2.00 | | | | | | | | 1 | |
| 4.1.1 | Submit the 2010 Finance Law using the appropriate nomenclature | | | TO + 1 yr | | | | MEF | | | | |

4. Dissemination and subsequent utilization

The implementation of CAP-Scan took place in a special political context because the Mauritanian Government was outgoing between July 8 and 15, 2008. This circumstance meant that dissemination of the findings was not possible during the mission.

However,

- An on-line questionnaire covering the CAP-Scan pillars and dimensions was prepared to involve the WB and UNDP partners. This questionnaire was filled out by six persons. It also served as a test of the broad lines of its approach. In point of fact it was noted that even if the detailed findings by dimension differed from the self-evaluation, the general trend and the major strong points and points requiring improvement remained coherent, which seems to indicate that the overall methodology is sound;
- The second day of the workshop was used to expand the attendees beyond the seven ministers involved in the exercise. Representatives of the National Statistics Office (ONS) the General Delegation for promotion of Private Investment (DGPIP), the World bank and UNDP were brought in and participated in the joint preparation of the action plan. In addition to being methodologically desirable (as noted below), this action certainly helped to expand the understanding of CAP-Scan among the Government and its partners;
- The presentation of CAP-Scan to H.E. the Minister of Economy and Finance was started as of the week of July 20, 2008.

Arrangements for subsequent utilization were also proposed during the workshop:

- Extending of the exercise to all ministerial departments instead of basing it on a limited number of pilots;
- Use of CAP-Scan as a tool for dialogue between the Government and the other parties involved in achieving development results. A brief attempt at comparing the Government's self-evaluation with the evaluation (through the line questionnaire) by the WB and UNDP led to interesting discussions during the workshop, even though the WB/UNDP evaluation is not statistically significant. Extension of the use of the questionnaire in a statistically more rigorous fashion to the other parties involved in the development results (Parliament, Civil Society, Private Sector, multilateral partners, bilateral donors) could produce pertinent evaluation results. A comparison of these results in a joint working session with the self-evaluation could prompt a dialogue leading to

better mutual understanding of the difficulties connected with management capacities focused on development results.

5. Assumption of responsibility for subsequent cycles

The assumption of responsibility for subsequent cycles by a government team is one of the key factors for appropriation of the CAP-Scan approach.

The pilot implementation exercise in Mauritania was unable to concentrate the knowledge-transfer aspects involved for assumption of responsibility for the next cycle by the government authorities, owing to the amount of work that had to be done to ensure primarily the stabilization of the documentation and of the approach to be followed. This is apparent in the slightly hesitant tone adopted concerning this aspect in the evaluation of the CAP-Scan (see Section 7).

Two points should however be noted in this respect:

- A package of reference documentation has been made available to the DGDCE coordination team. In addition to the results of the implementation, this reference documentation includes a complete methodological guide for implementation, designed to facilitate to the fullest extent possible the assuming of responsibility in the next cycle;
- The CAP-Scan team includes two national consultants who are former government employees and are familiar with the approach and will be able to support the next cycle.

In light of these two points and of the quality of all the participants in CAP-Scan, it does not seem necessary to consider specific training of the national team in this stage. However, and once the scheduling and responsibilities for the next cycle are determined, a prior methodology session designed to bring everyone “up to speed”, possibly proposed by the MDR secretariat, would be a useful initiative, if only to inform the national CAP-Scan team about the latest developments following implementation in other countries.

It should be noted that utilization of the Community of MDR Practitioners (CoP)¹⁴ is an interesting option for information sharing regarding developments of the CAP-Scan methodology.

¹⁴/ <http://www.cop-mfdr-africa.org/mfdrfrancophone>

6. Next Steps

Due to a recent change in the government team, the next steps had not yet been fully confirmed prior to the submission of this report.

- The steps proposed by focal points include:
- Present results to the MEF and agree on next steps
- Disseminate results and the approach to other Ministries
- Lay out coordination and monitoring roles
- Identify detailed activities and resource needs in the action plan
- Mobilize resources and implement action plan

The deadline by which to finalize steps and implement the plan was set for mid-September.

Focal points agreed to organize a CAP-Scan evaluation six months after implementation of the action plan. This evaluation would review two different but complementary issues:

- The Government's progress in implementing actions
- Mobilizing effective partners and donors around the Government's priorities.

7. Evaluation of the CAP-Scan mission

The evaluations of the CAP-Scan mission made by the workshop participants (12 responses from the government team including the focal points) produced the following results:

Evaluation (scale 1 -5):

| | |
|--|------|
| Does the CAP Scan approach seem useful to you in the framework of the efforts to improve MfDR in: | 4.3 |
| Does the CAP-Scan self-assessment seem to you a relevant approach for measuring the Government's progress in developing MfDR capabilities? | 3.9 |
| Do the action plan priorities deriving from the exercise really reflect your view of the actions necessary in the short term for developing MfDR capacities? | 3.5 |
| How do you evaluate the facilitator's ability to communicate clearly? | 4.4 |
| How do you evaluate the facilitator's expertise in the MfDR subject matter? | 4.3 |
| How do you evaluate the facilitator's abilities and techniques in facilitating the exercise and communicating the subject matter? | 4 |
| Do the objectives of the MfDR approach seem clearer to you after the CAP-Scan exercise? | 4.1 |
| Do you think you could repeat the exercise without the help of an outside facilitator? | 3.4 |
| Do you think the CAP-Scan approach will help to improve MfDR capabilities? | 3.65 |

Beyond the generally positive evaluation of CAP-Scan (average 3.9 out of 5), it is interesting to note the two slightly hesitant comments:

- The comment on the action plan probably reflects one of the lessons learned from this pilot exercise, namely that definition of the action plan is one of the methodological stages requiring strengthening and better explanation;
- The comments concerning ability to repeat the exercise without outside assistance must also be understood in terms of lessons because appropriation is at the heart of the CAP-Scan approach. Here too, the methodology will have to be adapted to strengthen this point.

Some observations by participants were the following:

- "Make the evaluations general practice for all ministry senior staff (from director level up)";
- "Allow more time to permit the approach to mature";
- "Workshop during a retreat".

These observations could be used to help shape the format of the next iterations of CAP-Scan.

8. Lessons learned from the pilot implementation

This section presents an initial list of observations drawn from the pilot implementation of CAP-Scan in Mauritania.

On the basis of this list and other comments by participants, the Secretariat of the joint OECD/DAC initiative on Managing for Development Results (JV MfDR) will propose adaptations to the CAP-Scan methodology.

At the preparation level:

- The adaptation of the frame of reference to the context of the country is a time-consuming but necessary task. Even though the time spent on this task for the Mauritania CAP-Scan may have been exceptionally long due to the pilot nature of the exercise, sufficient time will probably always have to be reserved for this adaptation, which is crucial for the rest of the implementation and for appropriation;
- Integration with the mechanisms in place forms an integral part of the adaptation to the country context and has been underscored by the participants as being highly important for the credibility of the approach as a whole. Sufficient time must also be allocated for this purpose before the start of the exercise;
- It also seems important for appropriation purposes to insert the pertinent conceptual references in the methodological documents, presenting the rationale for the division of the framework into five pillars, or justifying the importance of certain dimensions, for example. This will greatly facilitate the adaptation task, which by working from a known conceptual base will be able to concentrate its efforts productively on the specifics of the local situation;
- The modalities of subsequent monitoring can be defined during the preparation phase. In all cases, it is necessary to specify the person/team who will receive the entire set of documents relating to the CAP-Scan at the end of the exercise, and who will be responsible for temporary monitoring if the final mechanism is not yet in place;
- Similarly, a prior definition of the implementation arrangements for the next CAP-Scan iteration can make it possible, in the case of outside facilitation, for the government team concerned to be involved in the knowledge-transfer process;
- Prior training the concepts of Managing for Development Results—possibly provided on line and ideally made available by the tools furnished by the MDR Secretariat—is useful for ensuring that all of the participants are the same level of understanding of the general

approach and of the stakes. A prior invitation (rather than one made after the event) to join the Community of Practitioners is an approach to be considered;

- The formation of a local project team in advance of the CAP-Scan exercise itself, with the aim of implementing a priority MDR action plan, is a means for ensuring effective preparation and mobilization;
- The level of the participants, comprising Directors, Directors General and Counselors, appears appropriate for the exercise;
- An interesting suggestion put forward by the participants is to organize the CAP-Scan in the more general framework of a retreat for senior government staff, which could precede the programming review exercises.

At the execution level:

- The iterative implementation approach—prior discussion stages by sector then group discussion—seems appropriate from the standpoint of appropriation of the tools and time management, the latter being applicable in the case of a full evaluation of the Government;
- A system of “quality control” concerning the data on which the evaluation is based can be useful, and can contribute positively to appropriation where a group of government participants is concerned;
- The taking of notes during the workshop is most useful and requires that 1-2 persons (apart from the facilitators) devote themselves to it full-time given the potential density of the discussions;
- The use of a line questionnaire to assist with the group discussion can facilitate time management. Use of this type of questionnaire with a group of parties excluding Government can make it possible to raise pertinent points for discussion. The line questionnaire must, however, permit the taking into account of qualitative arguments in addition to the response itself in order to assure comparability with the self-evaluation. Finally, while it is a useful aid, the questionnaire cannot take the place of group discussion;
- Maintaining a homogeneous group throughout the duration of the exercise permits better appropriation and better time management. This implies that this group must be clearly identified by the time the preparation phase is started—although any adjustments that may become necessary must of course be allowed and accepted;

- More specifically, it seems advisable to maintain during the performance of the specific CAP-Scan activities a group of participants originating solely from the Government and not development partners, so as to avoid creating any distortion in the discussions. The approach tried out during the pilot implementation was to involve the partners in the formulation of the actions, with a self-evaluation and definition of priorities performed solely by the Government. The intention was to have the partners involved in a second stage, on the basis of presentation of the results by the Government;
- Allowing 1-2 days break between the defining of the priorities and formulation of the action plan is helpful for providing a sound framework for the second discussion;
- The formulation of the action plan is the “weak link” of the methodology because the dimensions of the CAP-Scan framework do not lend themselves easily to formulation of actions. The approaches envisaged for improvement—to be confirmed by the CAP-Scan MDR Secretariat—are the following:
 - Formulation on the basis of the priority dimensions of a set of coherent objectives on which the formulation of actions will be based. This can be possible be done in a small group with the focal points of each ministry prior to final formulation by the full group;
 - Proposal in a small group of a draft action plan to be submitted to the full group for amendment;
 - Provision of more time for discussion.

9. Annexes

A. MfDR CAP-Scan matrix

| Synthesis of pillars, dimensions, key questions | | | | | | | | | |
|---|--|--|---|--|--|---|---|-------------------------|---|
| 1. Leadership | | 2. Evaluation and Monitoring | | 3. Accountability and partners | | 4. Planning and budgeting | | 5. Statistics | |
| Commitment | 1.1. What is the Govt's level of commitment in an approach to development results oriented management ? | Monitoring and evaluation capacity | 2.1 Are public policies subject to a regular and sustained monitoring and evaluation process which permits adjustments in performance objectives? | Independence of Justice and of the Higher Control Institutions | 3.1 To what extent are the control institutions and the judicial branch able to perform their functions independently of the executive branch? | Consistency of budget with national priorities | 4.1 What is the link between the CSLP, the CDMT and the Loi de Finance? To what extent does the Loi de Finance reflect the priorities set in the CDMT and the CSLP? | Statistics strategy | 5.1 What is the level of implementation of the national statistics strategy? |
| MfDR informs policy / national planning | 1.2 To what extent does the national planning clearly present the development objectives and form the frame of reference for government action ? | Data management capability | 2.2 To what extent does the Govt. possess adequate capabilities for ensuring monitoring and evaluation of public policies? | Role of Parliament in control of Govt. actions | 3.2 What is Parliament's level of involvement in Govt. actions, especially as regards economic policies and budget allocations? | Budget preparation based on objectives and expected results | 4.2 To what extent do objectives and expected results form a basis for allocation of budget funds? | Data disaggregation | 5.2 What is the Government's capacity for disaggregating data: |
| Involvement of non-governmental stakeholders | 1.3 To what extent does the government succeed in involving the organizations of civil society and the private sector as partners in achieving development results ? | National Development Plan Evaluation Systems | 2.3 To what extent does the Govt. have adequate tools, IT in particular, to ensure monitoring and evaluation of public policies and use of factual data in decisions? | Independence of media | 3.3 To what degree are the media as a whole (public and private) able to constitute an effective challenge to govt. power? | Participation of nongovernmental players in budget planning and preparation | 4.3 To what degree do other players (civil society, Parliament) participate in budget allocation and evaluation of the results? | Data quality assessment | 5.3 What are the means used by the Government to improve the quality of the statistical data? |

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|-----------------------------------|--|---|--|--------------------------------------|---|---|---|-------------------|--|
| Responsibility and delegation | 1.4 Do the management practices of senior government echelons encourage the development and motivation of the levels below them ? | Performance of administration geared to development results | 2.4 To what degree is factual information from monitoring and evaluation used for improvement of the functioning of the administration for better development results? | Access to information for the public | 3.4 Does the Govt. systematically put out information on its actions to the public? | Internal coordination within a department | 4.4 Does budget preparation in a department follow a logical procedure as regards objectives at the different levels? | Survey capability | 5.4 Does the Government possess the capacity to carry out nation-wide surveys? |
| Donor Coordination | 1.5 To what extent does the coordination within the government ensure that the external partners are aligned on the national priorities ? | System for measuring user satisfaction | 2.5 Has the administration put the means for measuring service quality to use in achieving results? | | | Intersectoral coordination | 4.5 To what extent is coordination on the basis of intersectoral objectives taken into account in budget preparation? | | |
| Linking the field and the capital | 1.6 To what extent are the central and local levels integrated in a coherent framework for achieving development results ? | Harmonization of requests for information from donors | 2.6 What is the level of preparation and influence of the administration in the discussion of the harmonization of the monitoring processes? | | | | | | |
| Management of change | 1.7 To what extent has the government provided itself with the means to seek to develop capacities as a real project for in-depth change in the Administration and its practices ? | | | | | | | | |
| Human Resource Management | 1.8 What is the level of means provided for individual involvement of officials in | | | | | | | | |

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| | managing with a view to development results ? |
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B. MfDR CAP-Scan column descriptors

| CAP-Scan Column descriptors | | | |
|---|---|---|--|
| Awareness | Exploring | Transition | Full Implementation |
| <p>The organization is aware of, but not committed to, MfDR. People in the organization recognize that what they have been doing is inadequate and that there must be a better way of proceeding. Managers may express a broad commitment to MfDR, saying that they wish to be in line with broader public policy, but their statements lack conviction. This stage can involve a sense of fear, guilt and unhappiness with past performance. It can also lead to attempts to place blame, as various organizational stakeholders become frustrated with parts of the organization that do not implement MfDR-related practices. With increased exposure to the idea of managing for results, groups become</p> | <p>The organization begins to commit to MfDR and explores different approaches. During this stage, people begin to pick up on new ideas from a variety of sources. The exploration may take the form of learning groups, benchmarking studies and pilot projects. One problem at this stage is that people may prefer one technique or system over others, without having given them a full trial. Another problem may be that too many different ideas are tied at once, resulting in practices that are never fully explored. During the exploration stage, enough people across the organization develop a sense of the benefits of MfDR and at to explore it in a broader context. This willingness</p> | <p>The organization has committed itself to MfDR and attempting to make the transition from previous systems. People begin to make a commitment to the new practices required. They drop old practices in favor of new ones because the old practices can no longer solve the organization's day-to-day problems. This stage can be characterized by hard decisions on what to keep and what to discard in terms of MfDR strategies. For example, the conversion to a set of results-oriented measures is likely to mean that some old measures need to be dropped. As more people see the benefits provided, MfDR becomes more widespread throughout the organization.</p> | <p>The organization fully implements MfDR in all areas. Groups across the organization begin to begin to see and look forward to the real benefits of the new management approach. Resources are allocated and plans are designed to support new practices, not to maintain old and outdated ones.</p> |

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| more open to the possibility of change, leading to the next stage. | leads to the next stage. | | |
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C. Summary of meetings/activities

| Activity/meeting | Goal | Date |
|--|---|---------------|
| Video Conference | Preparation | May 15, 2008 |
| Video Conference | Preparation | June 2, 2008 |
| Meeting World Bank / UNDP | Presentation of approach and consultants | June 24, 2008 |
| Videoconference | Preparation | June24, 2008 |
| Meeting World Bank / UNDP | Presentation and discussion on framework | June 26, 2008 |
| Meeting CAP Scan launch at Ministry of Finance | Presentation CAP Scan to participants | June 29, 2008 |
| Meeting Ministry MFPMA/PRECAASP | Presentation and discussion of the matrix per sector | June 30, 2008 |
| Meeting Ministry MEF | Presentation and discussion of the matrix per sector | July 1, 2008 |
| Meeting Ministry MEIFP | Presentation and discussion of the matrix per sector | July 2, 2008 |
| Meeting Ministry MS | Presentation and discussion of the matrix per sector | July 3, 2008 |
| Meeting Ministry MEIFP | Presentation and discussion of the matrix per sector | July 6, 2008 |
| Meeting Ministry MPM | Presentation and discussion of the matrix per sector | July 7, 2008 |
| Meeting Ministry MEFS | Presentation and discussion of the matrix per sector | July 7, 2008 |
| Meeting Ministry MDB | Presentation and discussion of the matrix per sector | July 8, 2008 |
| Meeting World Bank / UNDP | Validation of the results of the on-line questionnaire by WB/UNDP. Discussion of the modalities of the participation in the workshop | July 9, 2008 |
| Workshop day1 | Self-assessment and definition of the priorities | July 12, 2008 |
| Meeting World Bank / UNDP | Evaluation day 1 and preparation day 2 | July 14, 2008 |
| Workshop day 2 | Action Plan | July 15, 2008 |
| Meeting with focal points | Finalization Action Plan | July 16, 2008 |

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| Meeting World Bank / UNDP | Evaluation day 1 and day 2 – discussion of follow-up actions | July 17, 2008 |
| Meeting Ministry of Finance | Discussions of follow-up actions with the DSP team | July 20, 2008 |

D. Participants CAP-Scan

Organizations and Focal points

| Organisation | Focal point | Role |
|--|---|---|
| MEF, Ministry of Economy and Finance | Mohyedine Ould Sidi Baba; Directeur Général de la Coopération | Coordination of Government Participants |
| Ministry of Civil Servants and Modernization / Public Sector Capacity Building Project | Mahfoudh Ould Ahmed – Directeur des Etudes, de la Programmation et des Stratégies Mohamed Lemine O Hamadi, Coordonnateur PRECASP | Department in pilot |
| MPM, Ministry of Oil and Mining | Ahmed Salem Ould Tekrou, Conseiller du Ministre | Department in pilot |
| MS, Ministry of Health | Abdallahi Ould Mohamed Lehbib, Conseiller du Ministre | Department in pilot |
| MEFS, Ministry of Primary and Secondary Education | El Moctar Ould Djiah , Conseiller du Ministre | Department in pilot |
| MEIFP, Ministry of Employment, Integration and Education (MEIFP) | Fah Ould Brahim Ould Jiddou, Directeur des Etudes, de la Programmation et des Stratégies | Department in pilot |
| MDB, Ministry of Budget | Thiam Diombar, Directeur Général du Budget | Department in pilot |
| ONS, National Statistics Offiec | Baba Ould Boumeiss, Directeur Général | Participant during the second day of the CAP-Scan |
| DGPIP, General Delegation of Promotion of Private Sector Investments | Dah Ould Sidi Bouna, Coordonnateur de Projet | Participant during the second day of the CAP-Scan |
| UNDP | Narjess Saidane, Représentante Résidente adjointe | Technical and logistical arrangements |
| World Bank | Sid'ahmed Ould Cheikhna, Economist | Technical arrangements |

General List

| Nom | Fonction | Organisation |
|--------------------------|----------|--------------|
| Mohyedine Ould Sidi Baba | DG DCE | MEF |
| Ely Ould Oudeika | DFSP | MEF |

| | | |
|---------------------------------|---|-------------------------|
| Mohamed Ahid Ould Isselmou | Cadre de la DSP | MEF |
| Mohamed Cheikh O. Sidi Med | Cadre de la DSP | MEF |
| Kholood FARAN | Stagiaire - DGDCE | MEF |
| Ahmedou O Abdallahi | Stagiaire - DGDCE | MEF |
| Claire Lebarz | Stagiaire - DGDCE | MEF |
| Baba Ould BOUMEISS | DG de l'ONS | ONS |
| Thiam Diombar | DG du Budget | Min. Délégué .au Budget |
| Mohamed Cherif | DG du Trésor et de la Comptabilité Publique | Min. Délégué .au Budget |
| Niang Djibril | Dir Dépenses Communes, Matériel et Pensions | Min. Délégué .au Budget |
| Dah Ould Sidi Bouna | Coordonnateur Projet | DGPIP |
| Cheikh Mohamed O Zeidane | Consultant | DGPIP |
| Abdallahi Ould Mohamed Lehib | Conseiller Technique du Ministre | MS |
| Med Laghdaf O Cheikh MALAININE | DPC | MS |
| Niang Idrissa | DAF | MS |
| Khattary O Boyé | Cadre de la DAF | MS |
| El Moctar Ould Djay | Conseiller | MEFS |
| Kamil Hamoud Abdel Wedoud Kamel | Directeur des Projets Educations et Formation | MEFS |
| Med El Moctar | Directeur des stratégies planification et coopération | MEFS |
| El hadj O Rabani | Cadre à la DSPC | MEFS |
| Mahfoudh O Ahmedou | DEPC | MFPMA |
| Limam Mohamed O Ahmed Limam | Directeur de la Modernisation | MFPMA |
| Mohamed Lemine O Hamadi | Coordonnateur PRECASP | MFPMA |
| Hassen O Abeidou | Expert Suivi Evaluation au PRCSP | MFPMA |
| DR Abdallahi O Med AWAH | Directeur de l'Emploi | MEIFP |
| Ahmedou O ELY | Directeur de l'Insertion | MEIFP |
| Fah Ould Brahim Ould Jiddou | DEPS | MEIFP |
| Ahmed Salem Ould Tekrou | Conseiller Technique | MPM |
| Djia Souley | Conseiller | MPM |
| Sidi Mohamed Ould Mamme | Conseiller | MPM |

Note: The list above includes participants officially appointed by the departments to be part of the CAP Scan team and to participate in the workshop. Other persons assigned by the focal points participated in the preliminary sessions.

E. CAP-Scan journal

| Pillar | Dimension | | Evaluation | Summary of discussion prints |
|------------|------------|--|------------|---|
| Leadership | Commitment | 1.1 What is the Govt's level of commitment in an approach to devt. results oriented mgmnt? | 3.00 | <p>↑ Govt's will communicated (ex 3-year Plan). ↑ CSLP + CDMT with objectives, indicators and reference values and targets. ↑ In the departments, mission statements and action plans with expected results and indicators, standard presentation. ↑ Pilot performance measurement tests (scorecard).</p> <p>↓ Numerous pilot initiatives, first real exercise in 2008 for action plans but still too early to assess sustainability. ↓ Commitment not visible in all hierarchic levels. ↓ Connections between sector DCMTs and action plans not very strong. ↓ Break and loss of coherence at the implementation and resource-allocation level.</p> <p>Taken overall in the spirit of the dimension, the different initiatives display a global approach and commitment on the part of the Govt. However, application is not yet uniform and the means are not consistent.</p> <p>Conclusion: Transition</p> |

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| Leadership | Clarity and articulation of the vision | 1.2 To what extent does the national planning clearly present the devt. objectives and form the frame of reference for govt. action? | 3.00 | <p>↑ National planning based on CSLP2: clear presentation of priorities, results, measurable indicators</p> <p>↑ Overall consistence of the program documents in progress for the last years with the global CDMT.</p> <p>↑ Action plan established in 2007, includes indicator, reference data and target, entity responsible and accountable. Selection of indicators on basis of feasibility.</p> <p>↑ CSLP a living document, reviews made to adapt it to the context.</p> <p>↓ Linkage of all the documents at times not at ways clear, e.g. department and CDMT action plans. The disconnect often occurs with respect to resource allocation.</p> <p>↓ Evaluation of CSLPO could be improved: all the findings are not used, certain indicators remain theoretical, problems with measurement and reliability of data.</p> <p>↓ Problem with sharing the vision at govt. level (partly a cultural matter): accountability remains limited.</p> <p>Overall, the combination of the CSLP and the CDMT provides a clear picture of the objectives and of the results expected. It is acknowledged that the articulation of the whole needs to be improved and this will be one of the objectives of the next CSLP. Accountability with respect to the achievement of the results also remains limited.</p> <p>Conclusion: Transition</p> |
|------------|--|--|------|--|

| Pillar | Dimension | Evaluation | Summary of discussion prints |
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| Leadership | Involvement of nongovernmental actors | 1.3 To what extent does the Govt. succeed in involving the organizations of civil society and the private sector as partners in achieving development results? | 2.50 | <p>↓ The involvement in implementation depends on the sector and department, with concrete arrangements not yet established.</p> <p>↓ CS is scattered and disparate and not effectively organized.</p> <p>↓ CS capacities are limited and therefore no assignment of responsibility for impacts, and implementation is not yet sustainable and involvement is not always effective.</p> <p>↓ The framework for coordination with the private sector needs to be redynamized.</p> <p>Viewed overall, the involvement of CS and the private sector in achieving development results cannot be considered extensive, although the institutional mechanism for ensuring it is in place. This seems to be connected on the one hand with the lack of organization and limited capacities of CS, but also with practice in this area which is compared with the structures and mechanisms in place.</p> <p>Conclusion: Transition area</p> |
| Leadership | Assignment of responsibility and delegation | 1.4 Do the management practices of senior gov't. echelons encourage the development, involvement and motivation of the levels below them? | 1.25 | <p>↑ Initiatives in some departments: eg. formalization of job descriptions up to chef de service level;</p> <p>↑ Recent awareness of the need and first efforts toward centralization: e.g. decentralization of budgetary expenditure authorization.</p> <p>↓ Cultural dimensions of centralization and retention of information.</p> <p>↓ Inadequacy of current legislation/regulations for fostering assumption of responsibility.</p> <p>↓ No general framework for action.</p> <p>In overall terms, the practice of delegation is not current in the Govt. Some first steps in the direction of assigning staff greater responsibility have been taken.</p> <p>Conclusion: Start of experimentation</p> |

| Pillar | Dimension | | Evaluation | Summary of discussion prints |
|------------|---|---|------------|--|
| Leadership | Coordination of donors and alignment on national priorities | 1.5 To what extent does the coordination within the Govt. ensure that the external partners are aligned on the national priorities? | 2.00 | <p>↑ MEF unit responsible for mobilization and tracking of financing, chaired by one of the Minister's advisers (recently established, however). ↑ Committee of Donors, meeting regularly at CSLP level. ↑ Accession of Mauritania to the Declaration of Paris, mechanism of the active consultative group and a follow-on has been instituted. ↑ Work in progress in preparation for switch to budget support (EU, PEFA). ↑ Alignment of multilateral partners.</p> <p>↓ Intra-govt. coordination requires improvement: directives not always clear, lack of visibility concerning external financings. ↓ Relative alignment of the bilateral partners who often operate according to their own criteria: some sectors remain underfinanced. ↓ No standards; for instance, visibility is not yet complete as regards ODA. ↓ Consistency of the programming frameworks and soundness of procedures need to be strengthened on the gov't. side, in order to truly influence the alignment of donors.</p> <p>Considered overall, although many initiatives have been launched, the national procedures do not yet make it possible to give a consistent picture of the external financings within the gov't., nor to propose a sufficiently solid framework for actually influencing the donors. However, there is in fact a correct alignment for certain sectors such as Health.</p> <p>Conclusion: Experimentation</p> |
| Leadership | Integration of the decentralization on dimension | 1.6 To what extent are the central and local levels integrated in a coherent framework for achieving development results? | 1.50 | <p>↑ Consideration of local needs in the planning in some sectors (Education, Health). ↑ Planning units in the regions participate in the regional planning. ↑ 6 PLRPs completed + 1 being finalized and 2 planned in 13 regions. ↑ Regionalization of the PANE launched.</p> <p>↓ The approach adopted focuses more on decentralization of powers than on a participatory approach to MDR. ↓ Frameworks established not followed by much in the way of impacts (PRLPs). ↓ No harmonized approach on MDR and fragmentary tools. ↓ The central/local flow of data with a view to results is not a practice widely followed in the departments. ↓ Insufficient capacities at commune level for real participation.</p> <p>Numerous actions are underway but relate mainly to decentralization of powers and not to joint central and local efforts aimed at development results. However, certain sectors such as Health have put into practice procedures enabling participatory defining of objectives.</p> <p>Conclusion: Experimentation in progress</p> |

| Pillar | Dimension | | Evaluation | Summary of discussion prints |
|------------|---------------------------|--|------------|--|
| Leadership | Change management | 1.7 To what extent has the Govt. provided itself with the means to seek to develop capacities as a real project for in-depth change in the Administration and its practices? | 1.50 | <p>↑ Obstacle recognized as critical in terms of achieving results.</p> <p>↑ Change actions underway, e.g. financial reforms, anti-corruption measures, efforts underway to depoliticize certain functions, recruitment management procedures emphasizing transparency, efforts on remuneration.</p> <p>↑ Start of analysis of the sociocultural context when implementing actions.</p> <p>↑ Change management component in the Government performance approach.</p> <p>↑ Project Mauritania Vision 2030: first stage in creating a coherent framework for managing change?</p> <p>↓ Absence of an overall plan for managing change, no effective implementation of the change management program.</p> <p>↓ Absence of sociological studies on the obstacles to change.</p> <p>Overall and despite the earlier experience gained, the change aspect in its cultural dimension is generally not taken into account. The initiatives undertaken do not include a cross or transverse view of change.</p> <p>Conclusion: Experimentation in progress</p> |
| Leadership | Human resource management | 1.8 What is the level of means provided for individual involvement of officials in managing with a view to development results? | 1.25 | <p>↑ The HR aspect is recognized as critical for bringing about change and modernization in the Administration, a major component of the CSLP.</p> <p>↑ Limited initiatives started (PRECASP, departments) training plans for 5 departments, PDRH in MS.</p> <p>↑ Personnel census underway to identify training levels and needs. Will serve as basis for defining training plans.</p> <p>↓ No evaluation process at the individual level: global assessment.</p> <p>↓ No formal career plans, no capitalization on training.</p> <p>↓ Little available in way of management geared to results.</p> <p>↓ Financial management of HR concentrated I MEF, acts as a brake on motivation/promotion.</p> <p>↓ Department organization charts very general—no descriptions of positions and necessary skills.</p> <p>Human resource management has not been developed, despite the need for it having been clearly recognized some initial experiments are underway, but no specific HR management tool is yet in place.</p> <p>Conclusion: Start of experimentation</p> |
| | | | 2.00 | |

| Pillar | Dimension | Evaluation | Summary of discussion prints | |
|---------------------------|--|---|------------------------------|--|
| Monitoring and Evaluation | National planning development results oriented | 2.1 Are public policies subject to a regular and sustained monitoring and evaluation process which permits adjustments in performance objectives? | 2.00 | <p>↑ Implementation report CSLP2 20006/2007 produced with official statistics (using EPCV as base for example) defines adaptation actions, depending on the measures concerned, for adapting the budget programming and priorities for the next cycle. The report for 2008 is expected early in 2009.</p> <p>↑ Thematic groups, made up of donor and govt. representatives, recommend any changes and adjustments.</p> <p>↑ Permanent secretariat for monitoring CSLP.</p> <p>↓ Monitoring focuses on financial aspects, is not in fact based on physical assessment.</p> <p>↓ No uniform mechanism in the Govt. for gathering/analysis of data for adjustment purposes and the tools do not permit frequent calculation of indicators.</p> <p>↓ Indicators not prepared in a coherent fashion; no battery of indicators for all sectors (CMAP toolbox not disseminated).</p> <p>↓ Evaluation of public policies not systematic, in terms of efficiency.</p> <p>Monitoring and evaluation is recognized as a weakness in managing for development results. Beside the tables of results, there are few means for regularly measuring the indicators of results and little use is made of existing measurements in decisionmaking.</p> <p>Conclusion: Experimentation</p> |
| Monitoring and Evaluation | Monitoring and evaluation capacity | 2.2 To what extent does the Govt. possess adequate capabilities for ensuring monitoring and evaluation of public policies? | 2.00 | <p>↑ CSLP: One emphasis is strengthening monitoring and evaluation capacity. Actions carried out: study for standardizing the batteries of indicators, training for certain groups, annual review and reports, financing of surveys.</p> <p>↑ Institutional mechanism: DEPs in charge of monitoring and evaluation.</p> <p>↓ Monitoring and evaluation network in the country to put practitioners into contact.</p> <p>↓ No particular problem with skills at the individual level but rather a weak monitoring and evaluation culture in the departments, with initiative coming from above.</p> <p>↓ Lack of tools more marked than lack of human resources—even if there are disparities between the two depending on the departments.</p> <p>In the preceding evaluation section, monitoring and evaluation capacity is also recognized as a weakness which derives more than from the very limited dissemination of monitoring and evaluation culture in the departments than from shortcomings in the individual skills of the persons in charge of the function.</p> <p>Conclusion: Experimentation</p> |

| Pillar | Dimension | Evaluation | Summary of discussion prints |
|---------------------------|---------------------------------------|---|--|
| Monitoring and Evaluation | Information system and decision tools | 2.3 To what extent does the Govt. have adequate tools, IT in particular, to ensure monitoring and evaluation of public policies and use of factual data in decisions? | 2.00 <p>↑ Action to ensure information for Govt. underway (infrastructure). ↑ Isolated information systems in the sectors/processes: e.g. RACHAD, preparation of information system use in progress. ↑ Ministry websites. ↑ Requests for visualization of data at budget programming level. ↑ Tool for monitoring aid currently being implemented with AFD support.</p> <p>↓ No IT masterplan: one is being prepared. ↓ No standards. ↓ No direct production of indicators; the gathering of data and the additional work involved represent a heavy burden.</p> <p>The IT-related efforts have focused mainly on infrastructure. Information systems making it possible to produce/analyze data have been set up by certain departments. There are no uniform standards or masterplans and in the present state of affairs the information systems remain focused on management rather than serving as decisionmaking aids.</p> <p>Conclusion: Experimentation</p> |

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| Monitoring and Evaluation | Performance of administration geared to development results | 2.4 To what degree is factual information from monitoring and evaluation used for improvement of the functioning of the administration for better development results? | 2.00 | <p>↑ Overall objective modernization of machinery of government, in CSLP. ↑ Organizational audits in certain departments, manuals of procedures. ↑ Establishment of annual action plans. ↑ Establishment of DEPs in the departments.</p> <p>↓ Action plans: 2008 is the first year of implementation of the action plans. Quarterly reports are being prepared. ↓ No overall picture in a department of the activities of the directorates and units, which renders overall monitoring difficult. ↓ Indicators not produced in a coherent manner, no battery of indicators for all the sectors. ↓ Little in the way of actions targeting internal performance, actions actually undertaken often have no connection with monitoring of the results even though the intention is stated in the CSLP, the actions designed to improve the administration's performance are not fully consistent with a comprehensive and coherent approach. The initiative launched have generally been unconnected with monitoring of the results in the departments.</p> <p>Conclusion: Experimentation</p> |
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| Pillar | Dimension | Evaluation | Summary of discussion prints |
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| Monitoring and Evaluation | System for measuring user satisfaction | 2.5 Has the administration put the means for measuring service quality to use in achieving results? | 1.25 | <p>↑ Surveys of global perception of public services started (e.g. 2004-2005 UNDP). ↑ Surveys of specific perception by department (e.g. 2006 for users of hospital services, for MS) ↑ In the performance category, the departments are going to finalize a specific survey on quality of service. ↑ Reception offices used for passing out questionnaires.</p> <p>↓ Practice not generalized in all departments. ↓ Impact evaluation by means of local surveys, but irregularly. ↓ No stable means for making these surveys permanent. ↓ Survey responses not utilized.</p> <p>The first efforts at measuring satisfaction were carried out with the aid of partners or only in certain departments. However, the practice remains very limited and the use made of the experience gained is not effective.</p> <p>Conclusion: Start of experimentation</p> |
| Monitoring and Evaluation | Harmonization of requests for information from donors | 2.6 What is the level of preparation and influence of the administration in the discussion of the harmonization of the monitoring processes? | 1.75 | <p>↑ Centralization of reporting at MEF level: MEF intermediary on basis of information provided by the department based on consolidated capital budget data: tool for gathering information at MEF level. ↑ Action plan for implementing Declaration of Paris includes harmonization actions but has not yet been started. ↑ Dialogue entered into with donors to unify the picture, for instance in the context of actions following the PEFA, or through the letter of intent in Education Sector, but the field covered by the dialogue needs to be expanded.</p> <p>↓ Scattered requests require consistent responses. ↓ No MEF Reference framework. ↓ Marked disparity of formats and systems (e.g. 2 systems for tracking financings). ↓ No clear movement on the donor side.</p> <p>Overall the disparity in tracking formats requires a consistent effort on the part of the administration. A dialogue has been started at several levels to harmonize the requests but needs to be strengthened.</p> <p>Conclusion: End of experimentation</p> |
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| Pillar | Dimension | Evaluation | Summary of discussion prints |
|----------------------------|---|---|--|
| Accountability and Control | <p>Independence of Justice and of the Higher Control Institutions</p> | <p>3.1 To what extent are the control institutions and the judicial branch able to perform their functions independently of the executive branch?</p> | <p style="text-align: center;">2.00</p> <p>↑ Independence guaranteed by Constitution. ↑ Political commitment (presidential program). ↑ Satisfactory institutional framework. ↑ Commitment to comprehensive reform. ↑ Steps taken for magistrate training, review of remuneration. ↑ Commitment to comprehensive reform of the ministry, with EU technical assistance.</p> <p>↓ Structural framework inadequate and lack of means for fully exercising independence. ↓ Still a work in progress, still quite significant duality with the "cadi" system. ↓ Problem of capacities for actually performing the role. ↓ Office of Inspector General, departmental inspectorate, Cour des Comptes: rationalization necessary. ↓ The PEFA has noted inadequacies in the practice of the audits (e.g. PI-26. Extent, nature and monitoring of the external verification rated D+).</p> <p>The institutional mechanism guarantees independence of justice and the proper functioning of the higher control institutions. The reforms underway have not all been completed and additional measures are in progress to strengthen the control exercised.</p> <p>Conclusion: Experimentation</p> |

| Pillar | Dimension | Evaluation | Summary of discussion prints |
|----------------------------|--|------------|---|
| Accountability and Control | <p>Role of Parliament in control of Govt. actions</p> <p>3.2 What is Parliament's level of involvement in Govt. actions, especially as regards economic policies and budget allocations?</p> | 2.50 | <p>↑ Clear control mandate.</p> <p>↑ Active committees in Parliament, specialized committees (e.g. Parliamentary Committees of Inquiry on special operations).</p> <p>↑ Parliament participates in planning through the CSLP.</p> <p>↑ Validation of the Loi de Finance (Appropriations Law), Govt. action plans.</p> <p>↑ Draft budget examined. The ministers defend their balances regularly.</p> <p>↑ Prior discussion of the Loi de Finance with the MEF on the initiative of the 2 parties, at the technical level.</p> <p>↑ There are also mechanisms on the Govt. side to facilitate control, but on occasions the Govt's presentations are lacking in clarity.</p> <p>↓ Lack of technical expertise, for instance regarding budget fundamentals. Within the framework of the good governance program a system of parliamentary assistants has been set up, and there are currently UNDP actions to support the Senate.</p> <p>↓ The information provided to Parliament does not always arrive in full or on time (e.g. report on the payments law arrives late, which blocks proper implementation of recommendations for improvements).</p> <p>↓ The PEFA has noted the weaknesses in the exercise of control (e.g. PI-6 Exhaustiveness of data contained in the budget documentation: D, and PI 27 Examination of the annual Loi de Finance by the legislative branch: C+).</p> <p>The mandate for control of governmental action by Parliament is clear. The institutional mechanism is in place and there are concrete examples of effective exercise of this control. However, this control suffers from a lack of technical expertise in Parliament on the one hand, and on the other hand from a need to improve the provision of required data.</p> <p>Conclusion: In course of transition</p> |

| Pillar | Dimension | | Evaluation | Summary of discussion prints |
|----------------------------|--------------------------------------|--|------------|--|
| Accountability and Control | Independence of media | 3.3 To what degree are the media as a whole (public and private) able to constitute an effective challenge to govt. power? | 2.25 | <p>↑ Independence in the institutional context and the texts.</p> <p>↑ Establishment of the HAPA, which is independent of the executive branch.</p> <p>↑ Selection of press organs financed on objective criteria.</p> <p>↑ Inquiries/missions at executive level initiated following media reports.</p> <p>↑ Law on freedom of expression.</p> <p>↑ State subsidizes printing to reduce costs.</p> <p>↓ Conflict of interest due to financing.</p> <p>↓ Problem of capacities/level for performing as a real counterweight.</p> <p>↓ Limited capacities for the inquiries, lack of professionalism.</p> <p>↓ The lack of professionalism is a risk for independence and credibility.</p> <p>↓ A large majority of the press organs have been removed from financial support and certain opinions have been diminished.</p> <p>↓ Problem of means for conducting investigations and financial independence.</p> <p>The institutional mechanism guarantees the independence of the media and the Government has sought to strengthen it, in particular at the financial level. However, the present level of professionalism of the media as a whole renders them unable to exercise effective influence on government action.</p> <p>Conclusion: Start of transition</p> |
| | Access to information for the public | 3.4 Does the Govt. systematically put out information on its actions to the public? | 2.00 | <p>↑ Treasury site includes key data on Govt. action in financial terms (oil revenues, TOFE).</p> <p>↑ Govt. site includes official documents, and is regularly updated.</p> <p>↑ Staff members in the departments serve as focal points: answer questions from the public.</p> <p>↑ Law on public information is programmed, which will define the level of obligatory information.</p> <p>↓ There is provision for reporting but it is not yet effective.</p> <p>↓ No general policy on making information available to the public.</p> <p>↓ Websites exist for the departments but do not always present information that is comprehensible for the public.</p> <p>↓ Processes for validating information do not exist in a department/for all departments there is a problem of vagueness in the roles and responsibilities regarding releasing information.</p> <p>Procedures have been put into effect in certain departments for providing information to citizens. However, this effort at transparency remains weakened by the absence of a more comprehensive directive (though one is in preparation) and by a form of presentation that does not always favor general understanding.</p> <p>Conclusion: Experimentation</p> |

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|--|--|--|------|--|
| | | | 2.19 | |
| | | | | |

| Pillar | Dimension | Evaluation | Summary of discussion prints | |
|----------------|--|---|------------------------------|--|
| Budget Process | Consistency of budget with national priorities | 4.1 What is the link between the CSLP, the CDMT and the Loi de Finance? To what extent does the Loi de Finance reflect the priorities set in the CDMT and the CSLP? | 2.00 | <p>↑ 2008 Loi de Finance based on CDMT, which is itself based on the CSLP priorities.</p> <p>↑ In overall terms, the allocations by department reflect the national priorities.</p> <p>↑ Also in overall terms, the capital part is aligned on the CDMT priorities.</p> <p>↑ Quarterly report at Treasury level: restitution on functional basis of execution.</p> <p>↑ Work started on link between administrative and functional nomenclature.</p> <p>↓ Loi de Finance: administrative presentation based on budget structure and not objectives: no functional organization.</p> <p>↓ CSLP is very general compared with the targets set in terms of macroeconomic aggregates.</p> <p>↓ First attempt at CSLP/CDMT/Loi de Finance alignment to be strengthened in 2009.</p> <p>↓ Operating part: nomenclature has not been developed and does not reflect a results-oriented approach. Average budget approach still majority-based.</p> <p>↓ The arbitrage mechanisms are not based on objective results-oriented criteria and can create a break in consistency between priorities and means – even if the arbitrage process itself is normal.</p> <p>Some initiatives aimed at sound articulation between the programming and the budget process have been instituted, in particular the introduction of the global CDMT. Since the consolidation of these efforts to be effected for the 2009 cycle includes those relating to budget nomenclature, this should result in better readability of the Loi de Finance as regards results.</p> <p>Conclusion: Experimentation</p> |

| | | | | |
|----------------|---|--|------|--|
| Budget Process | Budget preparation based on objectives and expected results | 4.2 To what extent do objectives and expected results form a basis for allocation of budget funds? | 2.00 | <p>↑ Budget prepared on basis of departments' needs based on action plans estimated according to results expected. Experimentation this year.</p> <p>↑ Performance record on basis of CDMT required. The CDMT takes the results into account: based on reports of physical execution of projects. Figures taken into account for determining allocations.</p> <p>↑ CDMT updated annually, on three-year sliding basis.</p> <p>↑ Capital budget depends on priorities and also on the funds raised.</p> <p>↓ Execution is tracked by budget line, but the budget structure does not reflect the structure of results.</p> <p>↓ Allocation on basis of previous expenditures.</p> <p>↓ No clear link with the CSLP priorities.</p> <p>↓ Budget decisions are based on estimates on basis of previous expenditures; in particular the operating budget no longer lines up with the nature of the activities in terms of allocations.</p> <p>↓ Nomenclature needs to be updated. Depends however on the overall priorities.</p> <p>Conclusion: Experimentation</p> |
|----------------|---|--|------|--|

| Pillar | Dimension | Evaluation | Summary of discussion prints |
|----------------|---|---|--|
| Budget Process | Participation of nongovernmental players in budget planning and preparation | 4.3 To what degree do other players (civil society, Parliament) participate in budget allocation and evaluation of the results? | <p>↓ No participation of Civil Society and Parliament in the phases of budget preparation.</p> <p>NB: The relevance of this dimension has been questioned and it has been decided to delete it in this stage.</p> |
| Budget Process | Internal coordination within department a | 4.4 Does budget preparation in a department follow a logical procedure as regards objectives at the different levels? | <p>2.00</p> <p>↑ Logical framework at department level continues through the directorates/services. Budget preparation for the department follows this framework, ascending process for both the operating and the capital budget.</p> <p>↑ Ministry estimates the action programs for a year. Budget proposes an envelope based on CDMT. Subsequent review of priorities by the ministries. Estimating differs on needs for achieving results.</p> <p>↑ All departments are not at the same level but the exercise and the rules are uniform.</p> <p>↓ Result concept is recent, rather a package of activities depending on the needs of the beneficiary structures.</p> <p>↓ Operating budget constrained by MEF, static in presentation (budget lines, ratios).</p> <p>↓ Concerns about resource mobilization for participatory budget preparation based on wariness concerning outcomes of arbitrages that are not understood.</p> <p>Budget preparation is done on an overall or lump-sum basis and in a participatory manner within the departments. However, the results concept has only recently been introduced and the practice of preparation based on a framework of results is not yet widely followed in the departments.</p> <p>Conclusion: Experimentation</p> |

| Pillar | Dimension | | Evaluation | Summary of discussion prints |
|----------------|----------------------------|---|------------|--|
| Budget Process | Intersectoral coordination | 4.5 To what extent is coordination on the basis of intersectoral objectives taken into account in budget preparation? | 1.00 | <p>↑ Some sectors have set up this sort of approach, one example being the campaign against AIDS</p> <p>↑ Socio-Health Development Council in each region, includes all sectors and is chaired by the wali; this council determines the needs in terms of budget.</p> <p>↑ Interministerial committees (e.g. campaign against bird flu, SNLS).</p> <p>↑ Thematic groups at CSLP level serve as framework for intersectoral exchanges.</p> <p>↑ Coordination for specific programs.</p> <p>↓ Interministerial committees for settling questions of arbitrage but not at budget level.</p> <p>↓ No joint budget preparation. E.g. energy production from gas in the Energy action plan and MPM.</p> <p>↓ The programs are the intersectoral action frameworks (environment, health).</p> <p>↓ No coordination mechanism for budget planning and preparation.</p> <p>↓ Coordination is not always carried out with a view to maximization of the budget, especially in the case of the capital budget.</p> <p>↓ At CSLP level, thematic groups favor the ministry approach: 1 CTS in each department then consolidation for thematic group.</p> <p>Although the need is recognized, intersectoral coordination remains anchored in the programs and outside of government practice, even in terms of structures.</p> <p>Conclusion: Awareness</p> |
| | | | 1.75 | |
| | | | | |

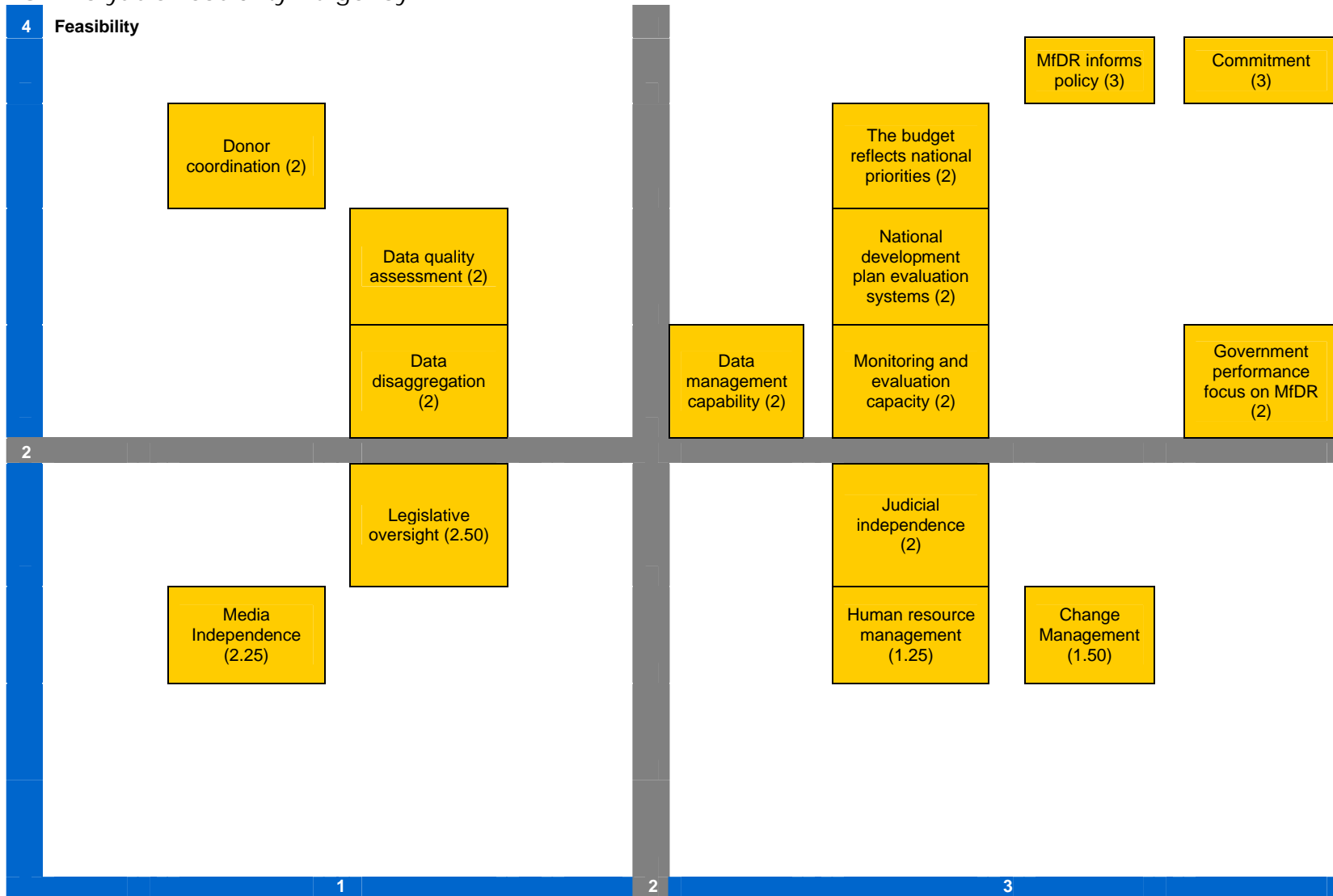
| | | | | |
|------------|------------------------|--|------------|---|
| Statistics | Strategy and Mechanism | 5.1 What is the level of implementation of the national statistics strategy? | 3.00 | <p>↑ Masterplan, CNS, NSO. ↑ National Statistics Council ↑ The law requires prior validation by the NSO: adoption of all the processes specified by the NSO (National Statistics Office) is obligatory for NSO clearance. ↑ The key data exist and are available.</p> <p>↓ The thematic groups do not meet on a regular basis. ↓ Lack of means for effectively performing its mission. ↓ Sector level: plan to be made operational and exchanges with statistical units at department level to be formally instituted.</p> <p>The institutional mechanism is in place. It still requires strengthening in terms of means for performing all the functions assigned to it.</p> <p>Conclusion: Transition</p> |
| Pillar | Dimension | | Evaluation | Summary of discussion prints |
| Statistics | Data disaggregation | 5.2 What is the Government's capacity for disaggregating data: | 2.00 | <p>↑ Poverty Survey: wilaya level. Census: data to locality level. EPCV at regional level. ↑ The data are disaggregated in the NSO surveys. ↑ The sectors generally request the NSO to conduct the surveys and disaggregation is on request and depending on the means. ↑ Statistics strategy recommends it.</p> <p>↓ Other surveys are rarely disaggregated except for specific ones. ↓ Statistics presented in global aggregates do not allow of interpretation. ↓ Finely detailed analysis not always done because of lack of skills. ↓ Financial constraints make it impossible to get down to the finest level right at the start: cost-effectiveness ratio> ↓ Difficulty of obtaining regular data on certain sectors.</p> <p>The problem is not so much in the depth of the data as in the limited extent of the data available for the different sectors (see note below). Regarding disaggregation, the practice remains limited to the main surveys, or to some specific needs.</p> <p>Conclusion: Experimentation</p> <p>Note on definition of the dimension. The dimension is focused on the depth of the data, whereas there is also a problem with the extent available in the departments for decisionmaking, aside from the NSO surveys. Attention therefore needs to be paid to extent, in order to ensure a better balance.</p> |

| | | | | |
|------------|-----------------------------|---|-------|--|
| Statistics | Evaluation of data quality | 5.3 What are the means used by the Government to improve the quality of the statistical data? | 2.00 | <p>↑ Statistical clearance imposed by NSO. Survey must satisfy methodological criteria, questionnaire, approach adopted, for NSO validation. Report of findings must be submitted for final validation.</p> <p>↑ In general data validation workshop for surveys checks whether the protocol was followed.</p> <p>↑ NSO adheres to SGDD quality label.</p> <p>↑ Steering Committee for surveys which includes representatives of the ministries concerned validates questionnaires and survey reports.</p> <p>↓ Limited quality assessment. E.g. forecast of oil revenues for 2006.</p> <p>↓ Quality control mechanism exists for certain surveys (e.g. recourse to KPMG). Census is another example.</p> <p>↓ NSO is not sufficiently involved in the sector ministries' surveys</p> <p>↓ Quality validation standard not used even though it should normally form part of any survey.</p> <p>↓ Lack of information on role of NSO with respect to collection and publishing and lack of NSO capacity to respond to all requests (resources).</p> <p>The quality of the data is not systematically validated. Validation is most often in advance through the NSO clearance mechanism, but the range of data covered remains limited. The lack of internal skills/capabilities aggravates this state of affairs.</p> <p>Conclusion: Experimentation</p> |
| | Capacity to conduct surveys | 5.4 Does the Government possess the capacity to carry out nation-wide surveys? | 2.00 | <p>↑ Regular national-level surveys: EPCV every 4 years, MICs (access to essential services, conducted by NSO for account of the health, education and water-supply ministries), general census every 10 years.</p> <p>↓ Use of survey findings in adaptation of policies is not the norm.</p> <p>↓ No systematic utilization of all data</p> <p>↓ Weakness at analysis level.</p> <p>↓ No nation-wide survey done by NSO alone, always with outside support.</p> <p>Surveys are conducted regularly at national level. However, up to the present they have always been done with outside support.</p> <p>Conclusion: Experimentation</p> |
| | | | 2.25 | |
| Total | | | 51.75 | |

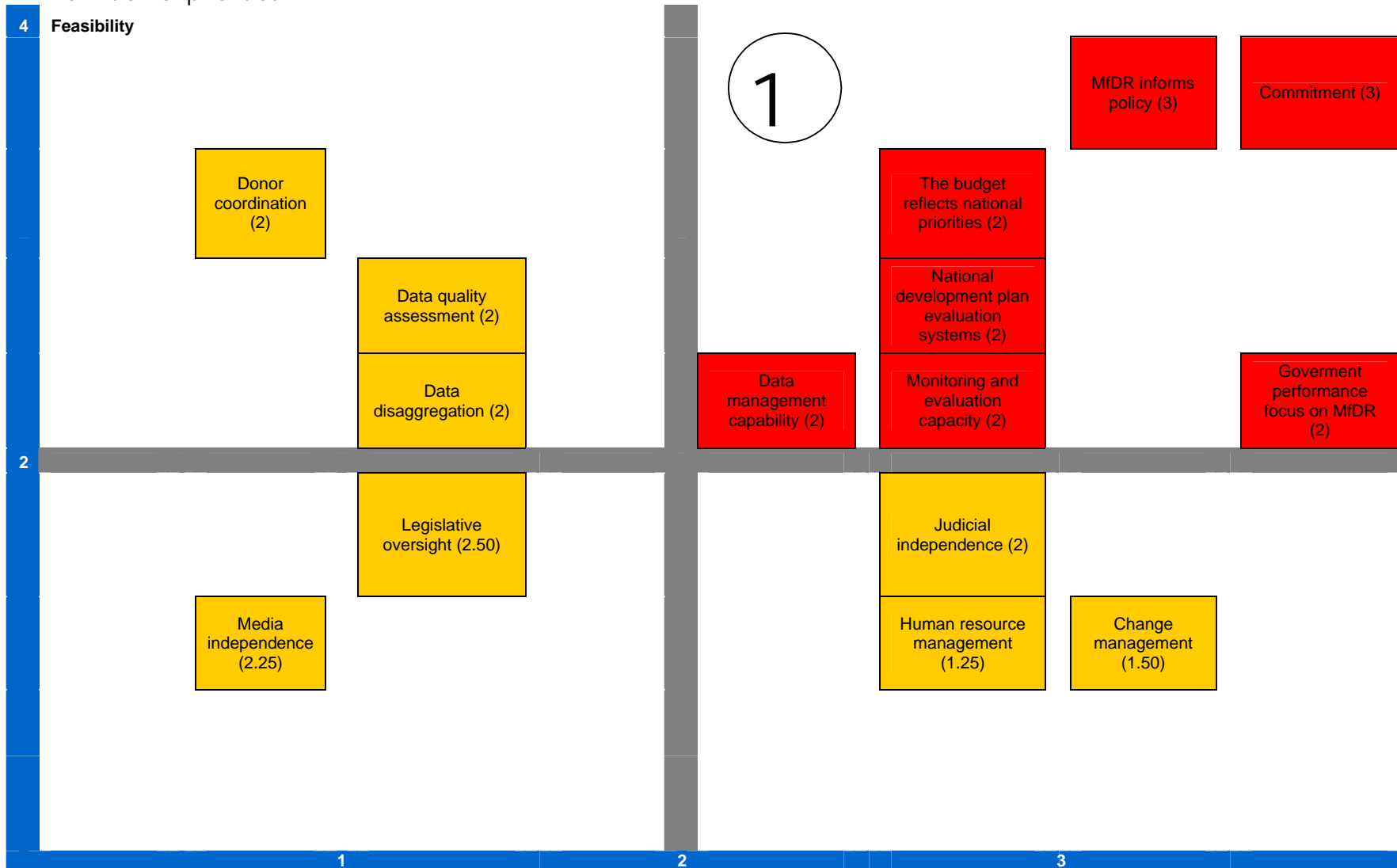
F. Analysis of importance

| | | | | | |
|--|---|---|--|---|---|
| <p>Level 4 Indispensable</p> | <p>Commitment (3)</p> | <p>MfDR informs policy/ National planning (3)</p> | <p>Performance of the government focuses on MfDR (2)</p> | <p>Judicial independence (2)</p> | <p>Legislative oversight (2.50)</p> |
| <p>Level 3 Critical</p> | <p>Donor coordination (2)</p> | <p>Management of Change (1,50)</p> | <p>Management of human resources (1,25)</p> | <p>National Development Plan Evaluation Systems (2)</p> | <p>Monitoring and evaluation capacity (2)</p> |
| | <p>Data management capability (2)</p> | <p>Media independence (2,25)</p> | <p>Budget reflects national political priorities (2)</p> | <p>Data disaggregation (2)</p> | <p>Data quality assessment (2)</p> |
| <p>Level 2 Important</p> | <p>Responsibilities and Delegation (1.25)</p> | <p>Linking the field and the capital (1.50)</p> | <p>Performance based budgeting (2)</p> | <p>Client Satisfaction Systems (1.25)</p> | <p>Reporting Harmonization (1.75)</p> |
| | <p>Public access to Results (2)</p> | <p>Statistics Strategy (3)</p> | <p>Survey Capability (2)</p> | | |
| <p>Level 1 Useful</p> | <p>Internal Coordination (2)</p> | <p>Intersectoral coordination (1)</p> | <p>Involvement of non- governmental parties (2.50)</p> | | |

G. Analysis of feasibility – urgency



H. Definition of priorities



| Importance | Priority 1 | Priority 2 | Priority 3 | Dimension (score) | |
|--|--|---|---|--|--|
| Level 4 Indispensable | Commitment (3) | MfDR informs policy / National planning (3) | Performance of the government focuses on MfDR(2) | Judicial independence (2) | Legislative oversight (2,50) |
| Level 3 Critical | Donor coordination (2) | Management of change (1,50) | Human resource management (1,25) | National Development Plan Evaluation Systems (2) | Monitoring and evaluation capacity (2) |
| | Data management capability (2) | Media independence (2,25) | Budget reflects national political priorities (2) | Data disaggregation (2) | Data quality assessment (2) |
| Level 2 Important | Responsibilities and delegation (1,25) | Linking the field and the capital (1,50) | Performance based budgeting (2) | Client satisfaction systems(1,25) | Reporting harmonization (1,75) |
| | Public access to results (2) | Statistics strategy (3) | Survey capability (2) | | |
| Level 1 Useful | Internal coordination (2) | Intersectoral coordination (1) | Involvement of non-Governmental parties (2,50) | | |

I. Table of CAP-Scan correspondence / other frames and documents

| CAP-Scan | CSLP2 | Three-Year Plan 2008-2010 | Government Performance | Management of Public Finance – PEFA |
|---|--|---------------------------|---|---|
| 1. Leadership | | | | |
| Commitment | | | | |
| MfDR informs policy | | | 1 Stratégie et Impact 1.1 Taux de réalisation des objectifs du CSLP par rapport au % de temps écoulé 1.2 Taux de réalisation des objectifs du CDMT par rapport au % de temps écoulé 1.3 Rédaction de la stratégie (département) 1.4 Définition des grands objectifs (direction) | |
| Public consultation | 4.5 Renforcement des capacités de la société civile 4.5.1 Renforcer les capacités des OSC • Voix et responsabilité • Proportion d'ONG spécialisées par domaine prioritaire 4.7 Promotion de l'approche participative) 4.7.1 Promouvoir l'approche participative dans les politiques publiques et les projets de développement | | | |
| Responsibility and delegation | | | | |
| Alignment of partners and donors on the national priorities | 5.3 Coordination 5.3.2 Align and harmonize the development partners' procedures | | 4 Relations with partners 4.3 Provision of technical assistance/reports 4.4 signing of agreements/search for best practices. | D-1. Likelihood of direct budget support (not measured) D-2. Financial information provided by donors for budgeting of project and program aid and establishing the pertinent relationships: D+ D-3: Proportion of aid managed on the basis of national procedures: D |
| Integration of the | | | | P1-8. Transparency of |

| | | | | |
|---|--|---|---|--|
| decentralization dimension | | | | intergovernmental budgetary relations: D+ |
| Change management | | | 7 Communication 7.1 # of pieces of information available to the entire staff/# of meetings with the staff | |
| Human resources Management | <p>4.2 Modernization of public administration</p> <p>4.2.3 Put in place modern HR management tools</p> <ul style="list-style-type: none"> • Rate of govt. services using computerized HR mgmt. systems • Rate of match between specialization and position • % of staff managed by the user ministry on the basis of a computerized system <p>4.2.4 Improve working conditions of govt. employees.</p> <ul style="list-style-type: none"> • Average wage • Degree of social cover • % of staff provided with computers | <p>Pillar 1 – Stake No. 3: Modernize public administration to make it more effective, and more efficient to serve the population better</p> <p>% of staff trained on basis of departmental training plans</p> <p>% of officials and govt. employees evaluated</p> | <p>6. Human Resources</p> <p>6.1 Average # of training courses per person in last 12 months.</p> <p>6.2 % of staff who have followed at least one training course in 12 months</p> <p>6.3 checking of presence/vacation planning</p> <p>6.4 Establishment of profiles/TOR per position</p> <p>6.5% of staff remunerated according to their position</p> | |
| 2. Monitoring and Evaluation | | | | |
| Monitoring and evaluation capacity | <p>4.3 Efficient and transparent management of public goods</p> <p>4.3.9 Strengthen evaluation capacities</p> <ul style="list-style-type: none"> • Index of statistical capacities (AFR SPC) • Monitoring index (AAP) | | | |
| Information system and aids to decisionmaking | <p>4.2 Modernization of public administration</p> <p>4.2.5 Computerize public administration</p> <ul style="list-style-type: none"> • No. of govt. departments connected to internet • No. of computers per 100 staffers • % of administrative procedures automated | | | |
| National planning development results | 5.1 The monitoring and evaluation system | | <p>1. Strategy and Impact</p> <p>1.1 Achievement rate of CSLP</p> | P1-24 Quality and observance of schedules for budget |

| | | | | |
|---|---|--|---|---|
| oriented | <p>5.1.1 Follow poverty in its different dimensions</p> <ul style="list-style-type: none"> • Degree of use made of the data • Availability of metadata • % of CSLP monitoring indicators informed by the system <p>5.1.2 Follow the physical and financial execution of the different CSLP programs</p> <p>5.1.3 Evaluate the specific impact of the main CSLP programs as a whole</p> <ul style="list-style-type: none"> • Proportion of programs evaluated (impact) <p>5.1.4 Strengthen the institutional framework of the monitoring and evaluation system</p> | | <p>objectives in relation to % of time elapsed</p> <p>1.2 Achievement rate of CDMT objectives in relation to % of time elapsed</p> <p>1.3 Formulation of the strategy (department)</p> <p>1.4 Definition of major objectives (directorate)</p> <p>5. Management of budget</p> <p>5.1 Rate of authorization of operating budget</p> <p>5.2 Rate of authorization of capital budget</p> | <p>execution reports produced in the year: D+</p> |
| Performance of Govt. development results oriented | <p>4.2 Modernization of public administration</p> <p>4.2.1 Strengthening of institutional and organizational framework</p> <ul style="list-style-type: none"> • Degree of decentralization Govt. • Efficiency rate of Govt. • Finalization and adoption of the general State organization chart • No. of ministries whose organization charts are adopted • No. of ministries with manuals of procedures | <p>Pillar 1 – Stake No. 3: Modernize public administration to make it more effective and efficient in order to serve the population better</p> <ul style="list-style-type: none"> • % of administrative documents on line • % of departments having a manual of procedures in force • % of ministries whose key archives have been identified, reorganized and numbered | <p>2 Monitoring of action plan</p> <p>2.1 Establishment of an implementation program</p> <p>8 Inspection/audit</p> <p>8.1 # of inspections/audits per service and per year</p> <p>8.2 # of recommendations made/# of recommendations carried out</p> | |
| System for measuring user satisfaction | <p>4.2 Modernization of public administration</p> <p>4.2.2 Improve the quality of public service</p> <ul style="list-style-type: none"> • Satisfaction rate of users of public services <ul style="list-style-type: none"> ◦ General government ◦ Health | | <p>3 Service to users</p> <p>3.1 Average time taken to process requests</p> <p>3.2 % of criteria of specifications met</p> <p>3.3 User satisfaction rate</p> | |

| | | | | |
|--|--|--|--|---|
| | <ul style="list-style-type: none"> ◦ Education ◦ Justice ◦ Commercial services • Rate of geographic access to public services ◦ School ◦ Postal service ◦ Police ◦ Justice ◦ Official press No. of ministries with a reception and complaints service | | | |
| Harmonization of requests for information from donors | | | 4. Relations with partners 4.3 Provision of technical assistance/reports 4.4 Signing of agreements/search for best practices | |
| 3. Accountability and control | | | | |
| Independence of Justice and of Higher Control Institutions | | | | P1-20 Effectiveness of internal controls of nonwage expenditures: D+ P1-21 Effectiveness of internal verification system: D+ P1-26 Extent, nature and monitoring of outside verification: D+ |
| Role of Parliament in control of government action | | | | P1-6 Exhaustiveness of data contained in budget documentation: D P1-27 Examination of annual Loi de Finance by legislative branch: C+ P1-28 Examination of outside verification reports by legislative branch: C+ |
| Independence of media | | | | |
| Access of public to information | | | 7 Communication 7.2 Appearances in media/organization and participation in events | P1-10 Access of public to the main budget information |
| 4. Budget Process | | | | |
| The budget reflects the | 4.3 Efficient and transparent | | | P1-5 Classification of budget: C |

| | | | | |
|---|--|--|---|--|
| national priorities | management of public goods 4.3.3 Improve the budget programming • Degree to which the CDMTs are taken into account in the Loi de Finance • CPIA budgetary programming | | | P1-11 Organized and participatory nature of the annual budget preparation process: B+ P1-12 Multiyear perspective in the budget planning and the public expenditure policy: B |
| Budget preparation based on objectives and result | | | | |
| Internal coordination in the department | | | | |
| Intersectoral coordination | | | | P1-11 Organized and participatory nature of the annual budget preparation process: B+ |
| 5. Statistics | | | | |
| Strategy and mechanism | | | 9 Data 9.1 % of indicators evaluated | |
| Disaggregation of data | | | | |
| Evaluation of the quality of the data | | | | |
| Capacity to conduct surveys | | | | |

J Documents reviewed

National planning

- Plan triennal de développement 2008-2010
- Cadre Budgétaire à Moyen Terme (Octobre 2007)
- Cadre Stratégique de Lutte contre la Pauvreté - Plan d'action 2006-2010 (Octobre 2006)

Projects and initiatives

- Appui à la planification d'un appui budgétaire en Mauritanie - Rapport de fin de phase 2 (Europaid – ADE, Avril 2008)
- Performance du Gouvernement (modèle rapport trimestriel) (Avril 2008)
- Rapport sur la Performance de la Gestion des Finances Publiques (Commission Européenne, DFC, ATC, Mars 2008)
- Mauritanie : une approche globale pour la gestion des ressources minières et pétrolières (EITI++) (Banque Mondiale, Mars 2008)
- Use of Strategic Positioning Tools for Division of Labor (Banque Mondiale, Mars 2007)
- Lettre de Politique de Renforcement des Capacités (PRECASP, Juin 2006)

Context documents

- Capacity Assessment – Practice Note (UNDP, Juin 2008)
- Capacity Assessment Methodology - User Guide: for national capacity development (UNDG, Février 2008)
- Institutional Assessment and Capacity Development - Why, what and how? (Europaid, Septembre 2005)
- Paris Declaration On Aid Effectiveness (Mars 2005)