

**APCAS 22**

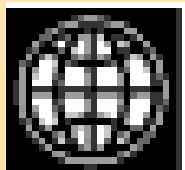


Global Donor Platform  
for Rural Development

# **TRACKING RESULTS IN AGRICULTURE AND RURAL DEVELOPMENT IN LESS-THAN-IDEAL CONDITIONS**

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*A Sourcebook of indicators for  
monitoring and evaluation*



World Bank



# PRESENTATION OUTLINE

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## I. BACKGROUND OF THE SOURCEBOOK

- Context
- Target users

## II. PROCESS OF DEVELOPMENT OF THE SOURCEBOOK

## III. OVERVIEW OF THE SOURCEBOOK

- Evolution of M&E in development
- Analytical framework
- Data framework
- Institutional framework
- Moving forward
- Country studies

## IV. KEY MESSAGES FROM THE SOURCEBOOK

# I. BACKGROUND

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- UN Conference on Financing for Development (Monterrey, Mexico, 2002) commitments to a shared responsibility to achieve development results including MDGs
- Effective results-based orientation require the capacity to monitor indicators that reliably reflect results at all phases of the development process, from strategic planning to implementation to completion
- Lack of common framework of results indicators by which the effectiveness of development assistance can be uniformly measured
- Developing a M&E system that tracks these indicators using accurate and timely data is a priority for the international development community as well as for developing countries
- Work of Wye Group, successor of IWGAgRi and Handbook

# Context of the Sourcebook

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- The reality: many countries lack the capacity to produce and report the necessary data to international agencies or to monitor their development trends.
- Global databases still suffer from data gaps and inconsistencies as a result of weaknesses in the National Statistical Systems (NSSs).
- The validity of the global monitoring systems depends on the quality of the data that comes from the countries.
- **Assistance is required to build up sustainable capacity at the country level**
- GRPRD and the WB in collaboration with FAO/ESS set out to develop *a menu of core indicators that could be used to monitor agricultural and rural development at the project, sub-national, national, regional and global levels even in less than ideal conditions.*

# Context of the Sourcebook

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- The **ideal environment** for establishing a good M&E system is where:
  1. *there is a strong and consistent demand for information.*
  2. *the concept of "management by results" is widely practised.*
  3. *timely and relevant information is being systematically used to improve decision-making and to advance the process of development.*
  4. *systems are in place to ensure that reliable and relevant information is available when needed*
- The **less-than-ideal condition**, on the other hand, is where:
  1. *demand is weak*
  2. *evidence is not used to inform decision-making.*
  3. *the stock and flow of timely information are unreliable and irregular.*

# *Target users for the Sourcebook*

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- The Sourcebook is specifically targeted towards countries where conditions are less than ideal, particularly with respect to the availability of relevant information.
- The intended users of the Sourcebook are:
  - ✓ development practitioners working in ARD International Community
- The Sourcebook provide the users
  - ✓ certain basic tools to help selection of core set of indicators for monitoring and evaluating projects and programs

# PROCESS OF DEVELOPMENT OF THE SOURCEBOOK

- **Step 1:** 2006: desk study to develop a **conceptual framework** and to prepare initial draft manual by World Bank followed by **first peer review** by a panel of experts from GDPRD.
- **Step 2:** Jan-April 2007: **review and revision** of draft manual by a Team of Experts from FAO Statistics Division and the World Bank.
- **Step 3:** May-September 2007: FAO carried out the **validation** of the methodology and the indicators, in **five pilot countries. Cambodia, Nicaragua, Nigeria, Senegal, Tanzania.** The validation exercise at country level included field tests, guided interviews of experts, group activities and 2 day seminar involving country level stakeholders: government agencies and development partners. All the country seminars endorsed the sourcebook approach.
- **Step 4:** October-November 2007: Revision of the first draft by FAO-WB team.
- **Step 5:** November-December 2007: **Second peer review** involving all members of GDPRD members and members of the Wye City Group.
- **Step 6:** January to March 2008: Revision and editing of the document by team of Statisticians in FAO. The **inputs of subject matter specialists in FAO** were also obtained to clarify the concepts related to indicators.
- **Step 7:** April 2008 to now: **final peer review** by selected experts and finalisation of the publication.

# III. OVERVIEW OF THE SOURCEBOOK

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## • Chapter 1 The Evolution of M&E in Development

- What is M&E?
- Who are the users?
- How M&E has evolved?

## • Chapter 2: The analytical framework

- Thinking about indicators logically
- Monitoring performance (inputs and outputs)
- Measuring results (outcomes and impact)
- A core set of 19 priority indicators for ARD programmes

## • Chapter 3: The data framework

- The tools
- Applying the tools for M&E analysis
- Does the National Statistical System have the capacity to deliver?

## III. OVERVIEW OF THE SOURCEBOOK

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- Chapter 4: The Institutional Framework

- The M&E framework
- The statistics framework
- The international framework

- Chapter 5: Moving Forward

- **A menu of 87 indicators, arranged by sub-sectors and thematic areas**
- **Country findings**
- **Capacity assessment score card**

# EVOLUTION OF M&E IN DEVELOPMENT

## What is Monitoring and Evaluation (M&E)?

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- A management tool?
- A planning tool?
- Applied research?
- A tool to improve governance and accountability?
- A tool to empower communities?
- A tool for monitoring global goals?



In fact, it covers all of the above and includes project supervision, applied research, financial monitoring, surveys and statistics, MISs, social analysis, and the setting and tracking of national development goals.

# EVOLUTION OF M&E IN DEVELOPMENT

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- In the beginning: **project-based M&E**
- Expanding horizons: **program and sectoral M&E**
- The arrival of **poverty monitoring**
- **Monitoring PRSPs** (*Poverty Reduction Strategy Papers*) and **building capacity**

# ANALYTICAL FRAMEWORK

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➤ Logframe

➤ Tracking **inputs** and **outputs**

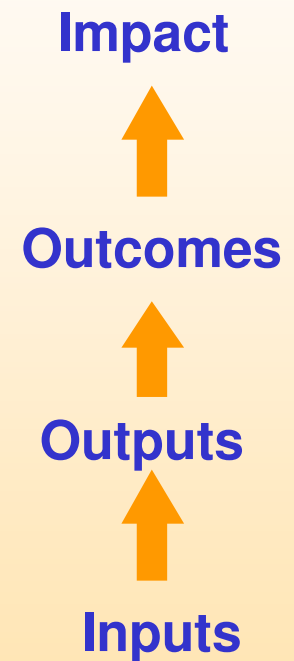
- Public Expenditure Tracking System (PETS) and Quantitative Service Delivery Survey (QSDS)

➤ FOCUS OF THIS SOURCEBOOK ON:

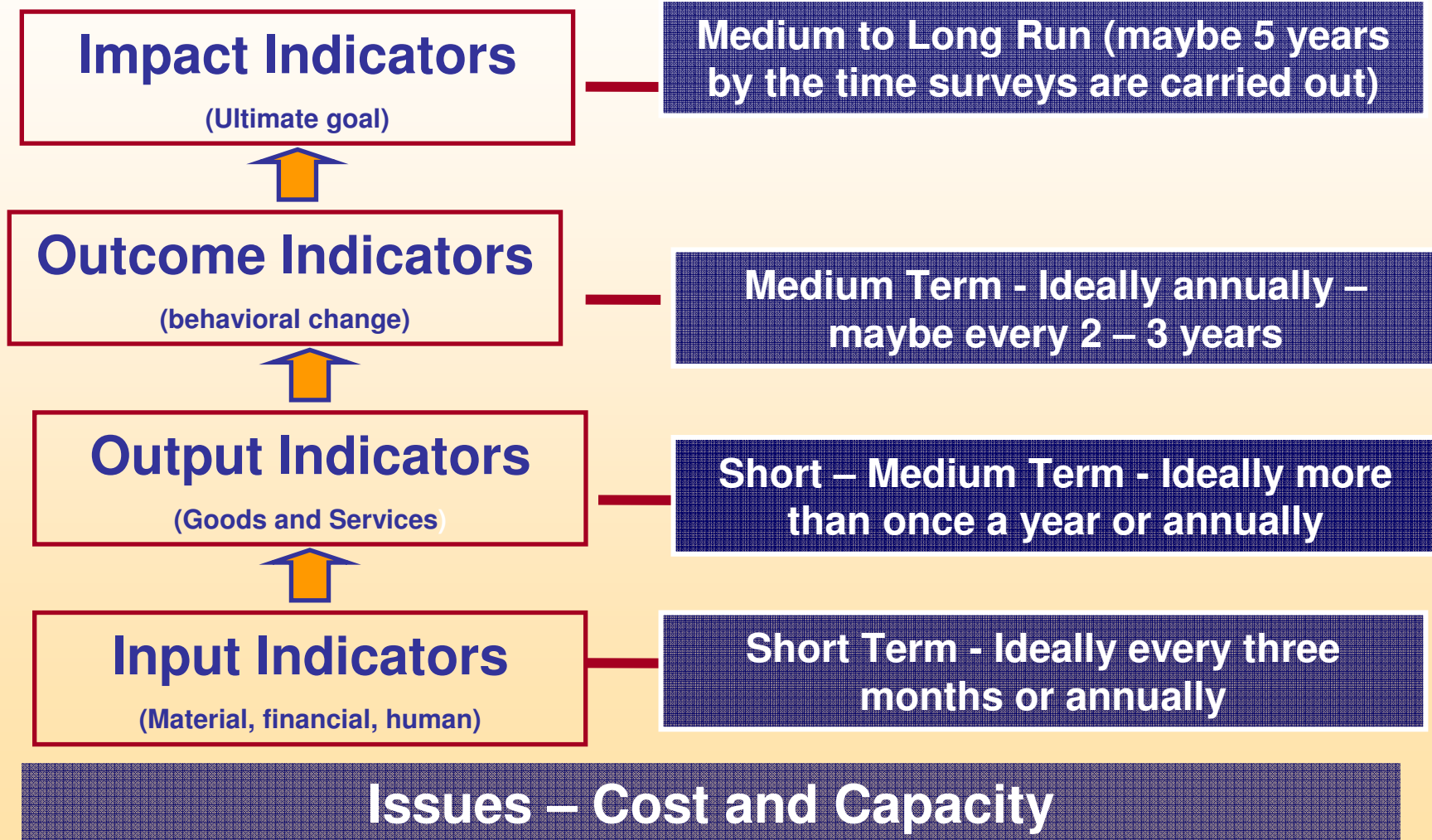
❑ **Measuring results (outcomes and impact)**

- Early outcomes
- Later outcomes

❑ **Defining a core set of priority indicators for ARD programs**



# Frequency of Monitoring various Indicators



# What makes a Good Indicator

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- S** **SPECIFIC** and **SENSITIVE** to the changes induced as a result of actions taken
- M** **MEASURABLE** progress can be shown and is not easily manipulated
- A** **ATTAINABLE** and **APPLICABLE** to the policy action taken
- R** **RELEVANT** to the areas in question
- T** **TIME BOUND** and **TRACKABLE** by showing changes over time

- Could also be **RAVES**
  - Reliable
  - Appropriate
  - Valid
  - Easy to collect
  - Sensitive and specific

➤ **Comparability, Availability and Relevance**

# MENU: Extended list of 87 indicators

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Arranged by:

## \*Sub-sectors and thematic areas

*A. Sector-Wide Indicators for Agriculture and Rural Development*

*B. Specific Indicators for Sub-sectors of Agriculture and Rural Development*

(1-Crops, 2-Livestock, 3-Fisheries and Aquaculture, 4-Forestry, 5-Rural Micro and SME Finance, 6-Agriculture Research and Extension, 7-Irrigation and Drainage, 8-Agri-Business)

*C. Indicators for Thematic Areas related to Agriculture and Rural Development* (1-Community-based rural development, 2-Natural Resources Management, 3-Land Policy and Administration, 4-Policies and Institutions)

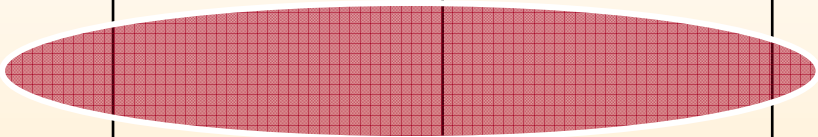
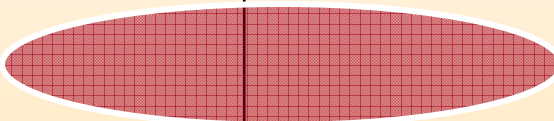
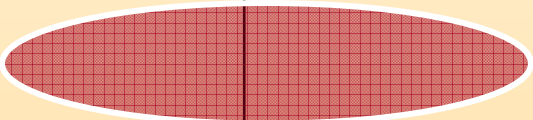
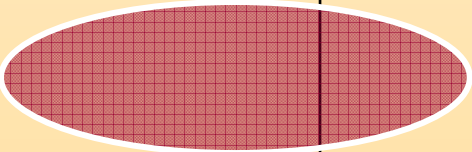
## \*Early outcome and long-term indicators

## Nineteen priority indicators

**MAIN CRITERIA USED: *RELEVANCE, COMPARABILITY, AVAILABILITY***

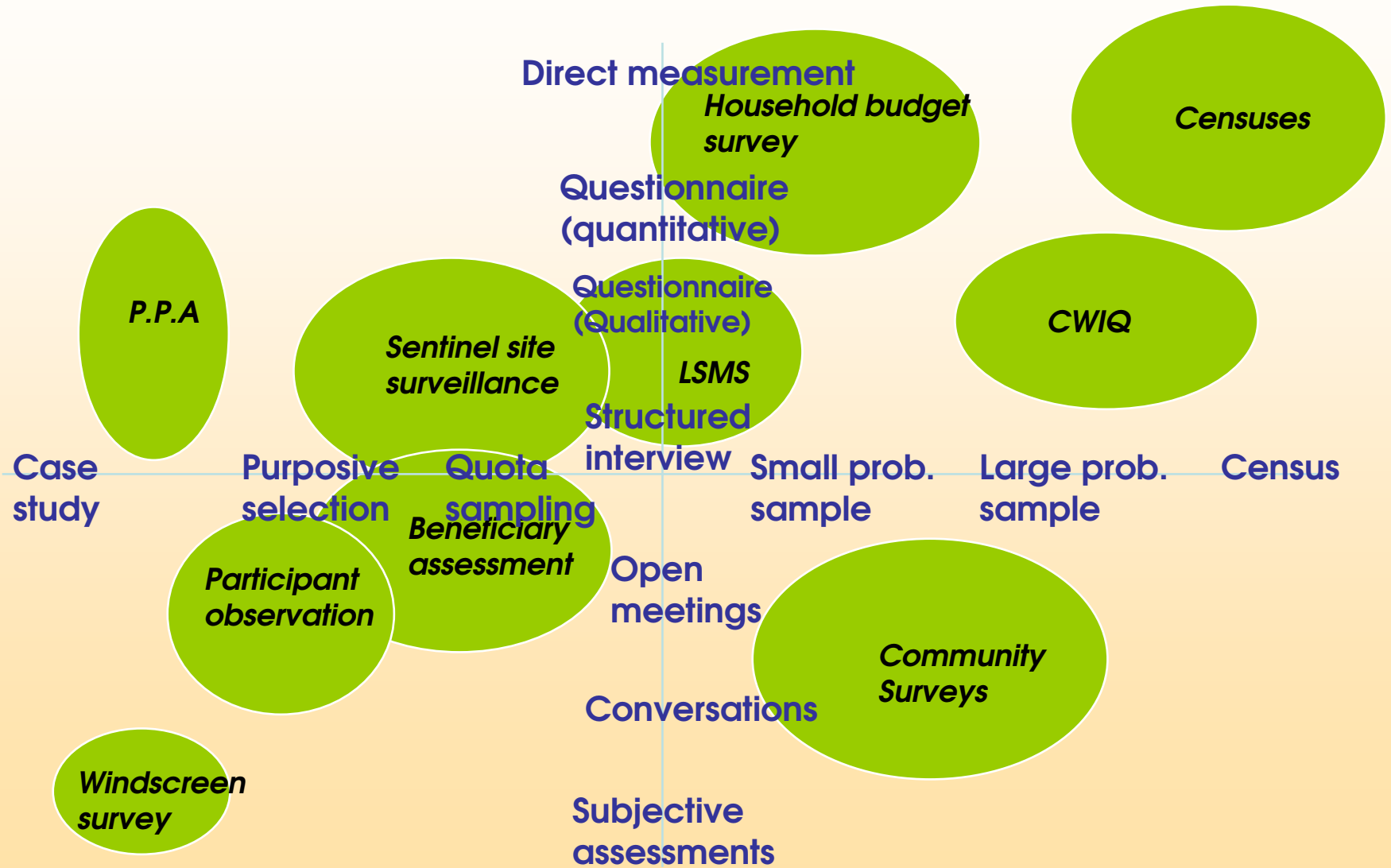
1	Public spending on agriculture as a % of GDP from agriculture sector	11	% of the rural population using financial services of formal banking institutions
2	Public spending on agricultural input subsidies as a percentage of total public spending on agriculture	12	Public investment in agricultural research as a % of GDP from agriculture sector
3	Prevalence (%) of underweight children under five years of age in rural areas	13	Irrigated land as a percentage of crop land
4	Food production index	14	% change in sales/ turnovers of agro-enterprises
5	% annual growth in agricultural value added	15	% of farmers who are members of producer organizations
6	Rural poor as a proportion of total poor population	16	Agricultural withdrawal as % of total freshwater withdrawal
7	% change in yields of major crops of the country	17	Ratio of area protected to maintain biological diversity to surface area of the country
8	% annual growth in value added in the livestock sub-sector	18	% change in soil loss from watersheds
9	Capture fish production as percentage of existing stock ( or a rating of state of major capture fish stocks relevant to exports and local food)	19	% land area for which there exists a legally recognized form of land tenure
10	Proportion of land area covered by forest (%)		

## The data framework for Indicators: *Sources of data*

	Inputs	Outputs	Outcomes	Impacts
Administrative information systems				
Survey Programme of the CSO (LSMS, DHS)				
Participatory Poverty Assessments				
Financial Management Tools (Activity Based Budget, IFMIS)				

Source: MFNP, PEMD

# The Data framework for Indicators: *Surveys vs. non-formal appraisal methods*



# The data framework

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- **The tools**
- **Applying the tools for M&E analysis**
  - Comparisons over time
    - Baseline surveys
    - Panel surveys
  - Comparisons over space
  - Counterfactual comparisons (with and without)
- **Does the National Statistical System have the capacity to deliver?**

# The Institutional Framework

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- **The M&E framework**
- **The statistics framework**
  - Impact of devolution and decentralization on M&E
  - Community-level M&E
- **The international framework**
  - The role of development partners

# MOVING FORWARD

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- Assessment and diagnosis
- Review of indicators
- Review of current data, sources and gaps
- Develop action plans
- Review resource requirements
- Define M&E indicators for the action plan

# Key Messages

- ✓ No single statistical instrument can meet all needs and that any monitoring system will most likely acquire **indicators from several different sources** – both formal and informal.
- ✓ A desirable M&E system would be a **coordinated network of institutions** performing M&E functions or engaged in collection of data which is used by the M&E system. **A close link between the M&E system and the NSS is crucial to strengthening the M&E activities at country level.**
- ✓ The Sourcebook makes the case that a fully evolved M&E system is more than simply a tracking system to measure performance and outcomes. These activities need to be put into context of a **cyclical approach to management** in which:
  - **planning** involves the articulation of strategic choices in light of past performance;
  - **implementation** includes ongoing performance monitoring and periodic evaluation that provide opportunities for learning and adjustment;
  - **reporting** on results is used both for internal management and for external accountability to stakeholders, including civil society. The reporting phase also provides managers and stakeholders with the opportunity to reflect on what has and what has not worked – **a process of learning and adjusting that feeds into the next planning cycle.**

**THANK You!**

**H. Som,  
N. Keita,  
M. Srivastava,  
G. Moreno**

## II. PROCESS OF DEVELOPMENT OF THE SOURCEBOOK

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- **Step 1: 2006:** desk study to develop a conceptual framework, and to prepare initial draft manual entitled **Selecting Monitorable Indicators for Agricultural and Rural Development Programs - Measuring Results in less-than-ideal Conditions** followed by first Peer Review by a Panel of experts from GDPRD Members in December 2006.
- **Step 2: Jan-April 2007:** The draft manual was thoroughly reviewed and revised by a Team of Experts from WB and FAO, taking into account the comments from the first Peer Review. *ESS TEAM: H. Som, N. Keita, M. Srivastava, G. Moreno.*
- **Step 3: May-September 2007:** (Project GCP/INT/162/EC): Preparation, testing and **validation** of the methodology and the indicators, **in five pilot countries** under the supervision of FAO Team: **Cambodia, Nicaragua, Nigeria, Senegal, Tanzania.** Field tests were led by national consultants and a validation workshop was organized with all country level stakeholders (government agencies and development partners) to review, discuss and validate the findings of country studies. Five Country reports were produced.
- **Step 4: October-November 2007:** Revision of the first draft by FAO/WB Team to take into account findings during the field tests
- **Step 5: November-December 2007:** Second Peer Review involving all members of GDPRD Members and members of the Wye City Group.
- **Step 6: January to March 2008:** Revision and editing of the document
- **Step 7: April 2008 to now:** final Peer Review by selected experts from FAO, WB and the Wye City Group and finalisation of the publication