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AVANTI

Advancing Knowledge
for Agricultural Impact



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www.avantiagriculture.org

Presentation Outline

1. Introduction to AVANTI

- a. Origins of AVANTI
- b. What is AVANTI?
- c. How AVANTI works
- d. AVANTI Methodology



2. Process and Timeline

3. A run through the AG-Scan Matrix

1b. WHAT IS AVANTI?

- An initiative that aims to strengthen participants' ability to **report against the Sustainable Development Goals** (SDGs) through monitoring, evaluation and learning.
- The initiative's objective is to facilitate better government **decision making for rural policies and strategies**.
- The initiative supports governments in assessing and improving their institutional capacities to implement **Results Based Management** (RBM)

Programme Outcomes

Outcomes:

- Strengthened capacity of **national M&E units** in designing and engaging in the implementation of concrete and **resourced action plans** with clear responsibilities for improving data quality, collection methods, analysis and **results-based management in the agriculture sector**.
- Increased **knowledge** about both strengths and shortcomings of results-based management and escalation of the application of knowledge products for improving monitoring of **agriculture-related SDG-indicators**.

AVANTI partners

AVANTI is steered by the participating country teams in collaboration with:



Investing in rural people

The International Fund for Agricultural Development (IFAD) an International Financial Institution.



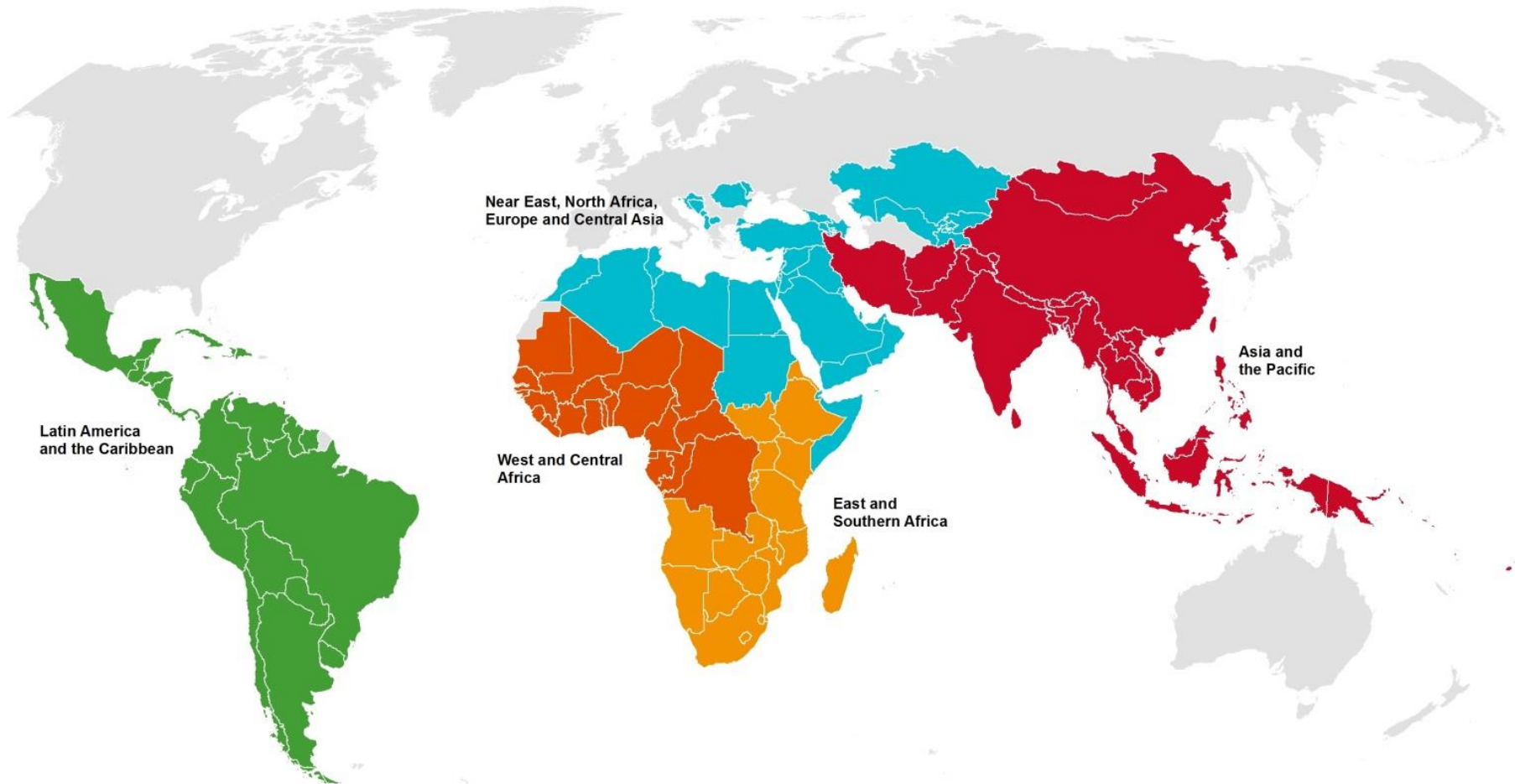
A learning-oriented INGO focused on poverty reduction of Disadvantaged Groups.



Monitoring and evaluation specialists who measure what works, where and why.

A global initiative

By 2021, up to 20 countries will have taken part in AVANTI, across all IFAD regions.



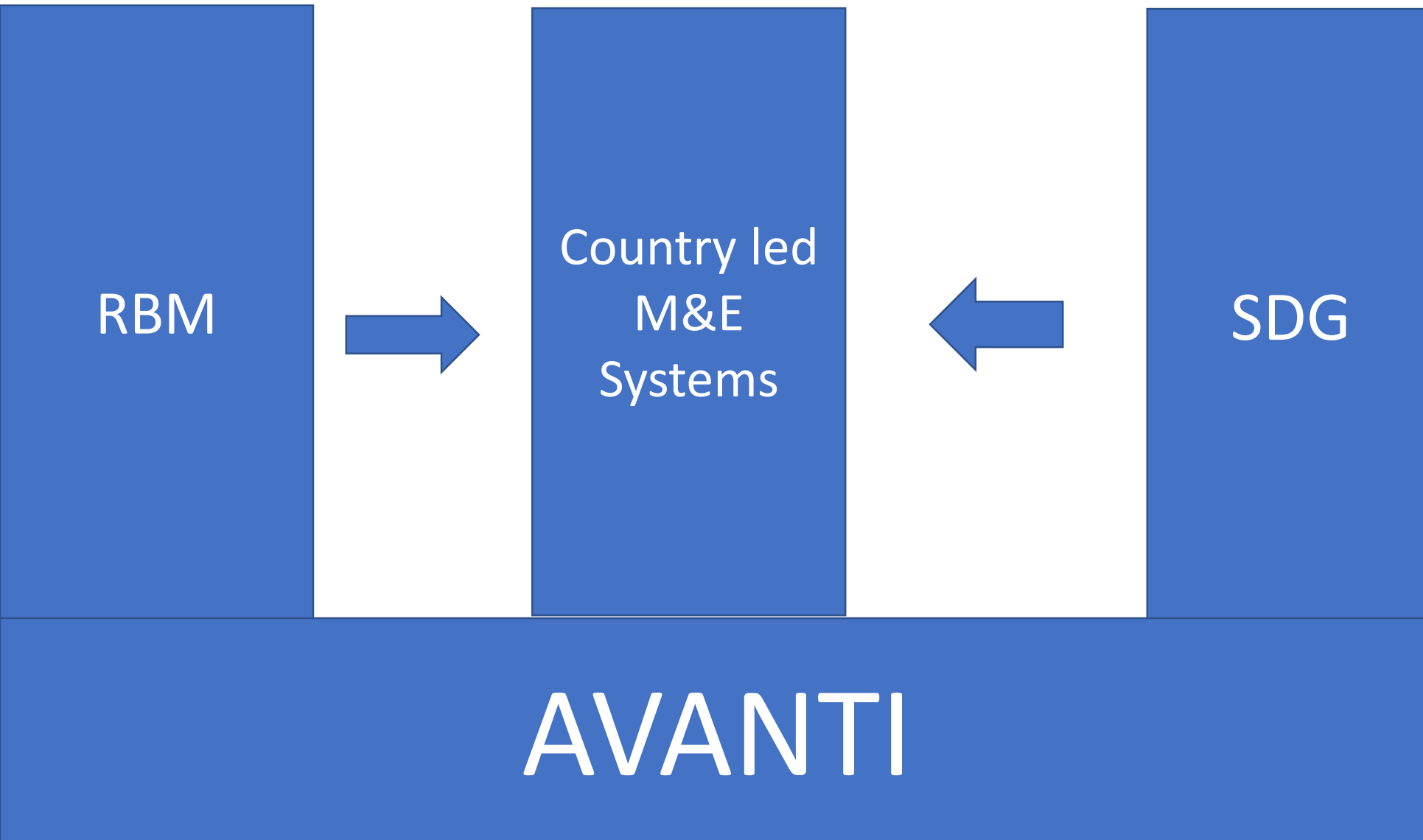
AVANTI by 2021

- Up to 20 countries will have undertaken an AG-Scan self-assessment and developed a subsequent action plan
- Up to 20 countries develop a follow up strategy to implement the action plans
- More governments and multilateral development banks recognize the usefulness of RBM for rural policy and programme development, and use it to identify common areas to invest in.

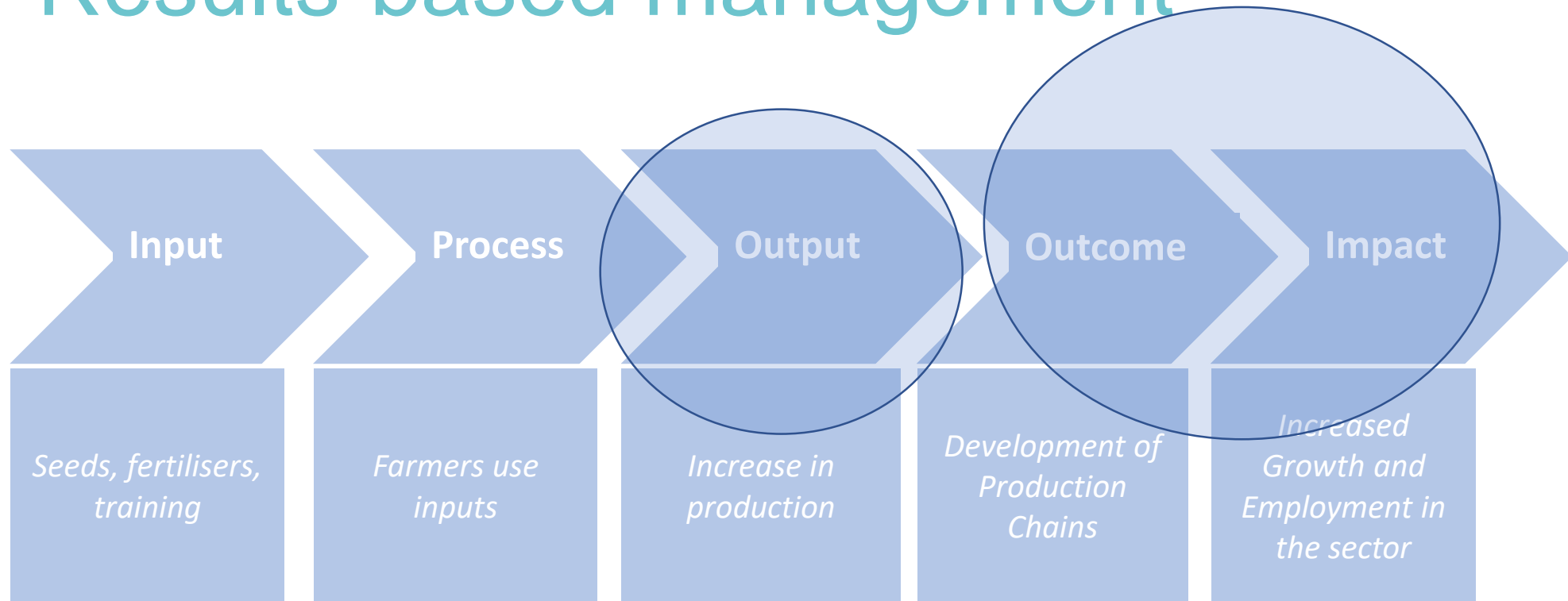


Evidence-based decision making is enhanced by strengthened M&E capacity and systems at country level.

1c. HOW DOES AVANTI WORK?



Results-based management



These are shorter-term results!

These are longer-term results!

Key Components of RBM

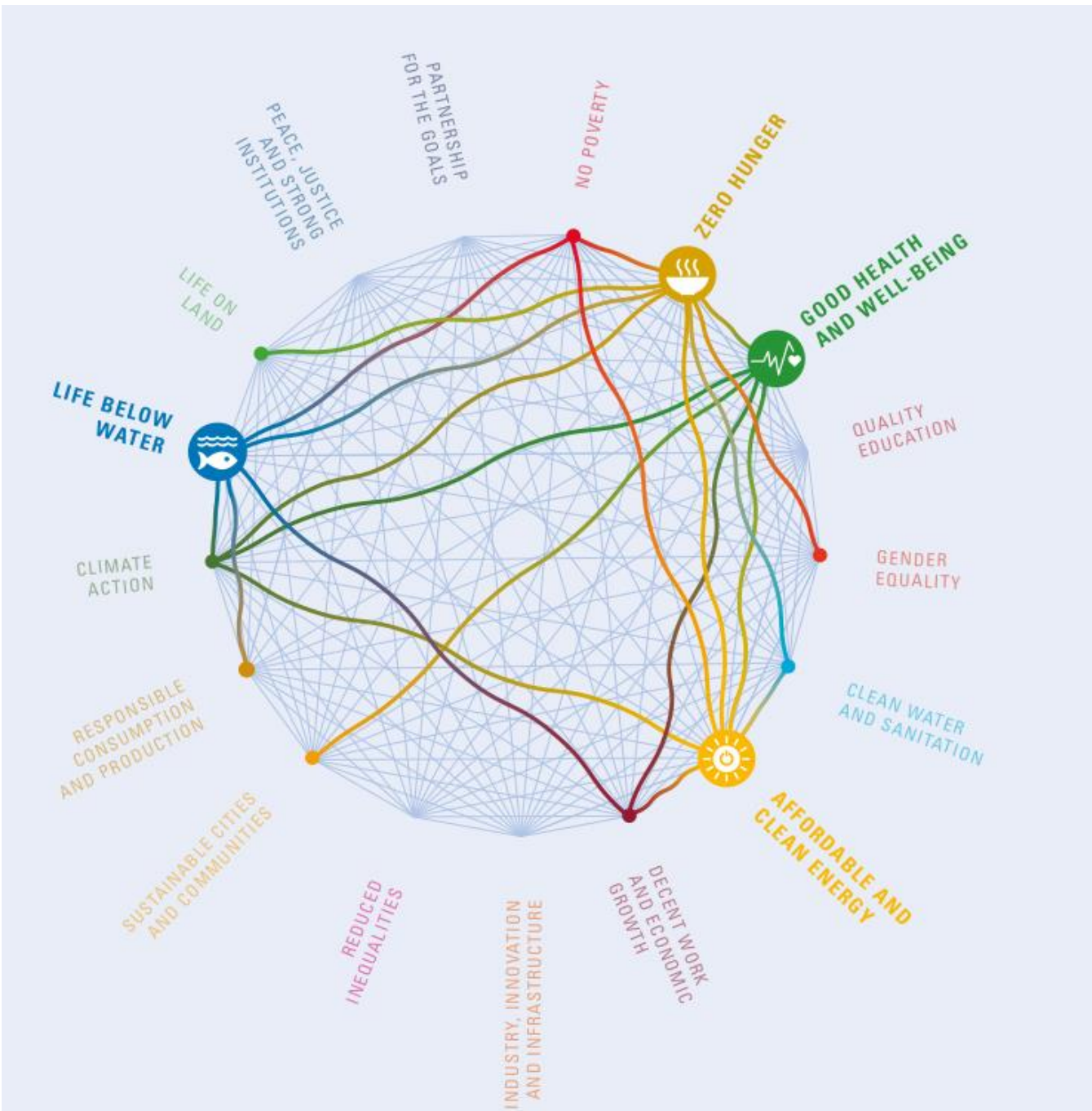
- Strategic Planning
- Performance Measurement
- Performance Reporting
- Performance Based Budgeting



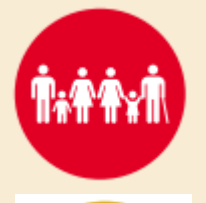
GoG & IFAD commitment to the Sustainable Development Goals (SDGs)

Sustainable Development Goals





SDG LINKS



1. No Poverty



2. Zero Hunger



5. Gender Equality



8. Decent work & Economic Growth



10. Reduced Inequalities



13. Climate Action



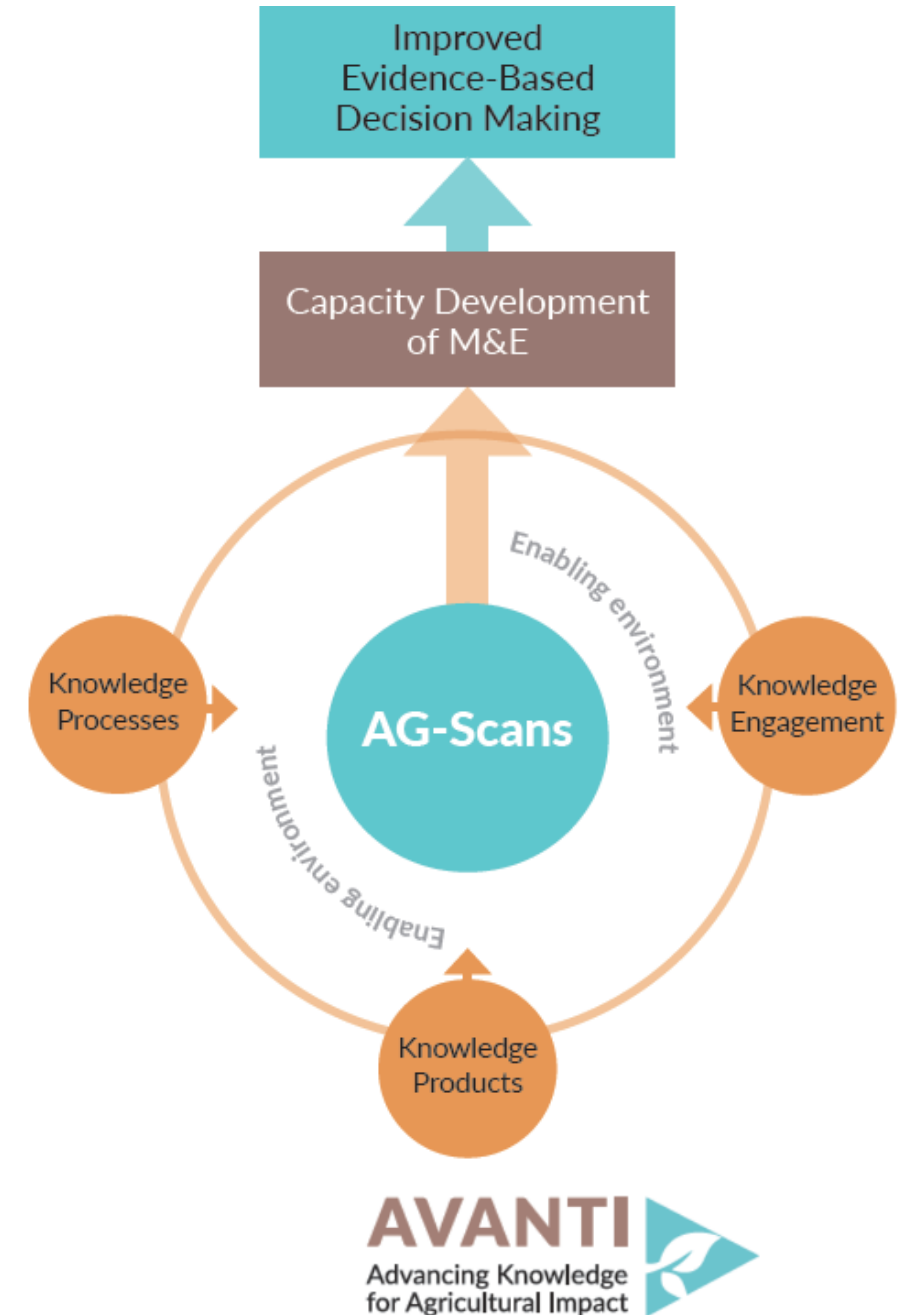
15. Life on Land

From Aid to country ownership

- **Paris declaration on aid effectiveness (2005), followed by Accra Agenda for Action (2008) and the Busan agreement (2012)**
 - **Ownership** of development priorities by developing countries
 - Focus on **results**
 - Partnerships for development
 - Transparency and shared responsibility
- **The shift from donor to recipient is completed in the Sustainable Development Goals**
 - Monitoring & Evaluation should be **country-led**
 - National evaluation systems are taking over... Mexico, Colombia, Argentina, Chile, South Africa, Benin, Uganda, Sri Lanka, Malaysia

1d. AVANTI METHODOLOGY

- Adapts CAP-Scan, a tried and tested self-assessment method, to the agricultural sector – ‘AG-Scan’.
- Through AG-Scan, participants assess their own capacities and come up with joint locally-driven solutions.
- Knowledge sharing across different countries on what works and what does not.



Overview of the Ag-scan process



AG-Scan Self Assessment

- Structured facilitated approach for self-assessment of the status of results and M&E activities in the agriculture and rural development sectors
- How overall results map onto the Sustainable Development Goals (SDGs)
- Provides information to develop actionable work plans and the roll out of a programme of improvements in the sector.
- Places M&E and capacity development at the heart of creating a result and learning culture within agriculture and rural development institutions

AG-Scan Self Assessment

- Process adopts a workshop style approach and explores the five broad areas of the LEAPS framework of MfDR.
- A key focus of the assessment process is ensuring that the need for results management systems is rigorous, but also simple and flexible.
- Ensuring this requires that the process and outcomes are tailored to the specific country needs.

AG-Scan supports the Government to...

- Assess its own strengths and gaps in RBM
- Consider synergies among 5 LEAPS pillars
- Map a prioritized plan for improvement of RBM in Agriculture & rural development
- Measure progress against the Action Plan
- Communicate with potential donors
- Better track SDG progress
- Share and learn from other countries globally

A Note on LEAPS Pillars

- There are five pillars with 29 components
- Scoring scale 1-4, equivalent to capacity in each stage
- 1.Awareness 2.Exploration 3.Transition 4.Full Implementation

Leadership

4 components

**Evaluation and
Monitoring**

8 components

**Accountability
and Partners**

6 components

**Planning and
Budgeting**

7 components

4 components

Statistics

Leadership

Leadership
4 comp

Commitment, Results-informed Policy, Public
Consultation, Learning

Evaluation and Monitoring

Evaluation
and
Monitoring
8 comp

Monitoring and evaluation capacity, Sector plan evaluation systems, Results management framework, Client satisfaction systems, Data management capability, Reporting alignment and harmonization, Performance measurement

Accountability and Partners

Accountability
and Partners
6 comp

Accountability & Transparency, Policy and legal framework, Capacity building of state and non-state actors to manage for results and support accountability, Public access to results

Planning and Budgeting

Planning
and
Budgeting
7 comp

Coherent National planning for agricultural sector, Stakeholder participation in planning and budgeting, understanding change pathways, Budget allocation reflects national priorities, Performance-based budgeting, Donor alignment

Statistics

Statistics
4 comp

Statistics strategy, Data disaggregation,
Data quality assessment, Survey
capability

Annotated Example – Leadership Comp 1

Commitment (each of the 4 components are scored b/w 1 – 4)

(Are sector leaders actively working for RBM?)

- the sectorial leaders speak about the importance of RBM
- there are tools developed to implement RBM
- the tools are adopted by some of the staffs, while other have little knowledge or not practice
- all RMB tools is adopted effectively by the staffs

TIMELINE AND NEXT STEPS

Early 2019:
IFAD
selection
of Ghana

Nov 2019: Self-Assessment
workshop

Jan onwards: Action
Plan implementation

November:
Scoping mission

December/Jan AP
elaboration

Govt approval &
buy in

Participation,
Ownership &
commitment

Resourcing &
Ownership

Delivery &
Ownership

Why a Core Group

- Coordinate the Action Planning process
- To help with the adaptation and act as anchors in each Pillar during the workshop
- Leadership – Sidney Nii Oko Bampoe Addo – okogeneygh@yahoo.com
- Evaluation & Monitoring – George Baawuah georgebaawuah@gmail.com
- Accountability and Partners – Augustine Danquah oppadanq125@gmail.com
- Planning and Budgeting – Bright Atiase bright.atiase@ndpc.gov.gh
- Statistics – Bernice Serwah Ofosu-Baadu bernice.ofosubaadu@statsghana.gov.gh

Content of AG-SCAN

- AG-Scan includes a tool package (AG-SCAN matrix) to lead the participants through a self-assessment process:
 - ✓ 5 main pillars: Leadership, Evaluation and monitoring, Accountability, Planning and Budgeting, and Statistics
 - ✓ Each pillar includes 4-8 components
 - ✓ Scoring components using the scoring scale
- The results of the self-assessment shall be used as input for developing a capacity enhancement strategy for effective SDG M&E implementation

AG-Scan Implementation Stage

AG-Scan Pillars

Leadership

Monitoring & Evaluation

Accountability & Partners

Planning & Budgeting

Statistics



Pillar 1. Leadership

Level	Awareness(1)	Exploration (2)	Transition (3)	Full Implementation (4)	Rationale for score
Commitment					
Results inform policy					
Public policy consultation					
Learning					

Component	Question/criteria to facilitate the assessment process
<p>Commitment (Are sector leaders actively working for RBM?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The sectorial leaders speak about the importance of RBM <input type="checkbox"/> Tools been developed to implement RBM <input type="checkbox"/> Tools are adopted by some of the staff members, while other have little knowledge or not practice <input type="checkbox"/> All RMB tools are adopted effectively by staff
<p>Results inform policy (Do policy decisions reflect performance towards SDG targets?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The sectorial leaders speak that the SDG-related policy must be formulated evidence based. <input type="checkbox"/> There are data and evidence collection activities and sufficient fund for implement <input type="checkbox"/> All required data for SDG-related policy are available for collection <input type="checkbox"/> Many policies are prepared and revised using the data collected
<p>Public policy consultation (Is there a process to consult widely in the development of policy?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> There is a mechanism for affected stakeholders to participate in policy formulation (through policy dialogue, policy comments, participatory workshop) <input type="checkbox"/> How many % comments of private sectors and community are translated in policy formulation <input type="checkbox"/> There is policy impact evaluation on affected stakeholders before policy formulation or revision
<p>Learning (Do senior managers refer to and make use of lessons when planning or developing policy?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Senior managers are aware of the need to learn from experience and develop a capacity to cope with changes <input type="checkbox"/> Programmes for capacity building are available and resources are allocated to implement them <input type="checkbox"/> The trainings are organised effectively and on a regular basis

Pillar 2. Monitoring and Evaluation

Level	Awareness (1)	Exploration (2)	Transition (3)	Full Implementation (4)	Rationale for score
Monitoring and evaluation capacity					
Sector Plan evaluation systems					
Results management framework					
Client satisfaction systems					
Data management capability					
Reporting alignment & harmonisation					
Performance measurement					

See AG-Scan matrix for Question/criteria to facilitate the assessment process

Component	Question/criteria to facilitate the assessment process
<p>Monitoring and evaluation capacity (Are there dedicated M&E units with trained staff?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Are there sufficient numbers of M&E staff in units throughout the Ministry? <input type="checkbox"/> Do M&E staff have the required knowledge and skills to perform their job?
<p>Sector Plan evaluation systems (Do plans for the agriculture sector have adequately developed arrangements for evaluation?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is there a national strategy for M&E/Information Management? <input type="checkbox"/> How are sector plans evaluated? <input type="checkbox"/> Are there any institutional mechanisms or instruments to evaluate sector plans on a periodic basis?
<p>Results management framework (Is there a comprehensive approach to managing results for sector plans?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is there a strategy/operational guideline for information management and M&E in the sector? <input type="checkbox"/> To what extent has the RMF been integrated in to the sector plans?
<p>Client satisfaction systems (Have sector units implemented systems to gather information from their clients?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> To what extent has the units identified their internal and external clients? <input type="checkbox"/> Is there any mechanism in place to gather customer satisfaction feedback?

Component	Question/criteria to facilitate the assessment process
<p>Data management capability (Do sector units have systems to manage the collection and processing of data?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is there a Management Information System for managing M&E data collection <input type="checkbox"/> Is data collected timely? Is the data complete, of sufficient quality and verified? <input type="checkbox"/> Is data reported in a useful format?
<p>Reporting alignment & harmonisation (Is reporting based around national needs and harmonised across donors?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Are there any issues around policies in place to standardise national reports <input type="checkbox"/> Is there a harmonised template for donor reporting?
<p>Performance measurement (Do managers actively seek and use data on programme performance?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is there a sector performance measurement framework in place? <input type="checkbox"/> If framework is in place, to what extent is it used regularly for undertaking reviews? <input type="checkbox"/> Do managers actively use the data collected to make decisions? <input type="checkbox"/> To what extent do the lessons from such reviews feed into the revisions of follow-on sector plans?

Pilar 3. Accountability

	Level	Awareness (1)	Exploration (2)	Transition (3)	Full Implementation (4)	Rationale for score
Accountability						
Transparency						
Policy and legal framework for rural organisations						
Capacity-building by state for non-state actors to support accountability						
Capacity of state actors to manage for results						
Public access to results						

See AGScanmatrix for Question/criteria to facilitate the assessment process

Component	Question/criteria to facilitate the assessment process
<p>Accountability (Are sector officials answerable for their action?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Are sector officials sharing results and lessons learnt from implemented programmes to relevant stakeholders and civil society? <input type="checkbox"/> What mechanisms are in place for citizens and other stakeholders to demand accountability from sector officials?
<p>Transparency (Are plans, budgets and results publicly available?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> How easy is for civil society and other relevant stakeholders to access plans, budgets and results? <input type="checkbox"/> Are there mechanism in place to ensure that this happens?
<p>Policy and legal framework for rural organisations (Are grass roots organisations able to function unhindered?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> What policy and legal frameworks exist for rural organisations? <input type="checkbox"/> If any, does the legislation and regulations clearly detail the requirements for rural organisations' functioning? <input type="checkbox"/> What are the main challenges faced by grass roots organisations?

Component	Question/criteria to facilitate the assessment process
<p>Capacity-building by state for non-state actors to support accountability (Do rural organisations have the capacity and skills to interact over government programmes?)</p>	<p><input type="checkbox"/> Are there any examples of initiatives to strengthen the capacity of civil society and other non-state actors, to interact over the government programmes?</p>
<p>Capacity of state actors to manage for results (Have officials acquired the skills to manage for results?)</p>	<p><input type="checkbox"/> Are there examples of RBM training needs identification? <input type="checkbox"/> Were training packages developed on the basis of the above? <input type="checkbox"/> Is RBM training available to all managers and staff?</p>
<p>Public access to results (Are data on results publicised and easy to access?)</p>	<p><input type="checkbox"/> Is there a policy to provide citizens access to data? <input type="checkbox"/> If yes, how robust is the implementation <input type="checkbox"/> What mechanisms exist for citizens to make inputs? <input type="checkbox"/> Is there any training available for the civil society to learn how to access information related to the plans, budgets and evaluations?</p>

Pillar 4. Planning and Budgeting

Level	Awareness (1)	Exploration (2)	Transition (3)	Full Implementation (4)	Rationale for score
National planning for the Agriculture Sector					
Planning coherence					
Participation in planning and budgeting					
Understanding theories of change					
Budget allocation reflects national development priorities and plans					
Performance-based budgeting					
Donors link programming to results					
Fragmentation of donor support					

Component	Question/criteria to facilitate the assessment process
<p>National planning for the Agriculture Sector (Are there national plans for the agriculture sector that are comprehensive and link to the SDGs?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Are the objectives and goals of the plan realistic and measurable? <input type="checkbox"/> Is the timeline of the plan realistic? <input type="checkbox"/> Are the budget and funding sufficient? <input type="checkbox"/> Is it possible to collect necessary data to plan and implement and evaluation?
<p>Planning coherence (Does planning take account of needs and knowledge at local levels?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The agencies that prepare the plan are aware of and have localised the contents that are suitable with Ghana context <input type="checkbox"/> The localisation is well done and reflected in all contents of the plan for sub-sector, agencies, localities <input type="checkbox"/> The content of the plan reflects and meets the diverse needs of different regions
<p>Planning coherence (Does planning take account of needs and knowledge at local levels?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> There is an established structure for community participation and affected stakeholders in planning and budgeting <input type="checkbox"/> Are there any legal barriers preventing community's participation? <input type="checkbox"/> The leadership encourages a bottom-up planning approach and designs a mechanism to enable it <input type="checkbox"/> The participatory planning and budgeting is effectively implemented
<p>Understanding theories of change (Do policymakers and planners understand how interventions are expected to contribute to desired outcomes?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The leader speaks about importance of switching to Result-based management <input type="checkbox"/> There is decision/process on how to implement result-based management and allocate resources <input type="checkbox"/> There is a training programme to enhance the capacity of staff <input type="checkbox"/> This approach becomes the basis to develop M&E systems

Components	Question/criteria to facilitate the assessment process
<p>Budget allocation reflects national development priorities and plans (Does the budget allocation process follow established priorities?)</p>	<ol style="list-style-type: none"> 1. the budgeting reflects the national priorities 2. the budget is arranged sufficient to cover all the priorities 3. the budget is arranged sufficient to cover some priorities, among them are SDGs
<p>Performance-based budgeting (Does the budget allocation reflect past performance?)</p>	<ol style="list-style-type: none"> 1. although there is RBM plan, the budgeting is not built based on that plan 2. the budgeting is based on plan, it's only sufficient for some agencies or all agencies 3. data is collected to provide evidence for budgeting decision
<p>Donors link programming to results (Within the sector do aid donors take account of sector performance when planning their programmes?)</p>	<ol style="list-style-type: none"> 1. the donor have interests/discuss with the government? There are some or no programs are funded by the donors? 2. the donor structure their fundings based on the performance of the sector
<p>Fragmentation of donor support (Have donors consolidated around government programmes?)</p>	<ol style="list-style-type: none"> 1. MoFA consults with donor on support consolidation for implementing sectorial priorities 2. donors agree on importance of consolidation and process to work together to support the implementation of sectorial priorities 3. donors continues to promote projects separately instead of consolidating funds to support the implementation of sectorial priorities

Pilar 5. Statistics

	Level	Awareness (1)	Exploration (2)	Transition (3)	Full Implementation (4)	Rationale for score
Statistics strategy						
Data disaggregation						
Data quality assessment						
Survey Capability						

Component	Question/criteria to facilitate the assessment process
<p>Statistics strategy (Is there a comprehensive strategy for statistics in the agriculture sector?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Has the strategy for statistics in the agriculture sector clear references to or linkages with the SDG targets and indicators? <input type="checkbox"/> Does the strategy for statistics in the agriculture sector takes into account the commercial and private sector?
<p>Data disaggregation (Are data disaggregated by aspects such as sex and geography, to improve analysis?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Do policy makers and statisticians understand the importance of data disaggregation? <input type="checkbox"/> Are surveys meaningfully disaggregated?
<p>Data quality assessment (Are there regular procedures to validate the quality of statistical data?)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> What are the institutional mechanisms and instruments to verify the quality of data?
<p>Survey Capability (Do the skills and knowledge exist for national level household and key sectoral surveys)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Are there any institutional mechanisms to collect data at different levels (i.e. sector and household surveys) <input type="checkbox"/> Which other agencies collect survey data and how are they linked to the sector?



Thank you.

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