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AVANTI

Advancing Knowledge for Agricultural Impact

Government of Rwanda

IFAD
Investing in rural people

HELVETAS
Swiss Intercooperation

itad

www.avantiagriculture.org

AG-Scan workshop	
Day 1	
08:30	*Registration*
09:00 - 09:20	Participant introductions
09:20 - 10:00	Introduction to AVANTI and the AG-Scan
10:00 – 10:30	Customising the AG-Scan
10:30 – 11:00	*Break*
11:45 – 12:45	A close look at MEL
12:45 – 13:45	*Lunch*
13:45 – 14:30	The AG-Scan methodology in detail
14:30 – 17:00	Assessing MEL for the agricultural sector in Rwanda – Round 1 Group work and plenary

| AG-Scan Workshop	
Day 2	
08:30	Registration
09:15 – 09:30	Recap and reflections on Day One
09:30 – 10:00	Plenary for Round 1 continued
10:00 – 12:00 **Including short break**	Assessing MEL for the agricultural sector in Rwanda – Round 2 Group work and plenary
12:00 – 13:00	Assessing MEL for the agricultural sector in Rwanda – Round 3 Group work
13:00 – 13:45	Lunch
13:45 – 14:30	Plenary for Round 3
14:30 – 15:30	AG -Scan profile from the assessment – what do we think about it? Plenary discussion and possible adjustments
15:30 – 15:45	Break
15:45 – 16:15	Next steps
16:15 – 16:30	Evaluate workshop
16:30 – 17:00	Conclusion and certificates

Introduction to AVANTI

What is AVANTI?

- An IFAD initiative that aims to strengthen participating countries' ability to monitor, evaluate and learn from progress towards Sustainable Development Goals (SDGs) relevant to the "rural sector", as domesticated in the form of national and sector objectives.

- This in turn is designed to help governments and their partners optimise their decision-making.

- AVANTI is focused on helping governments to assess their institutional capacities for monitoring and evaluation and learning (MEL) - and to begin to plan for improvements in MEL - through a methodology known as the "AG-Scan".

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A global initiative

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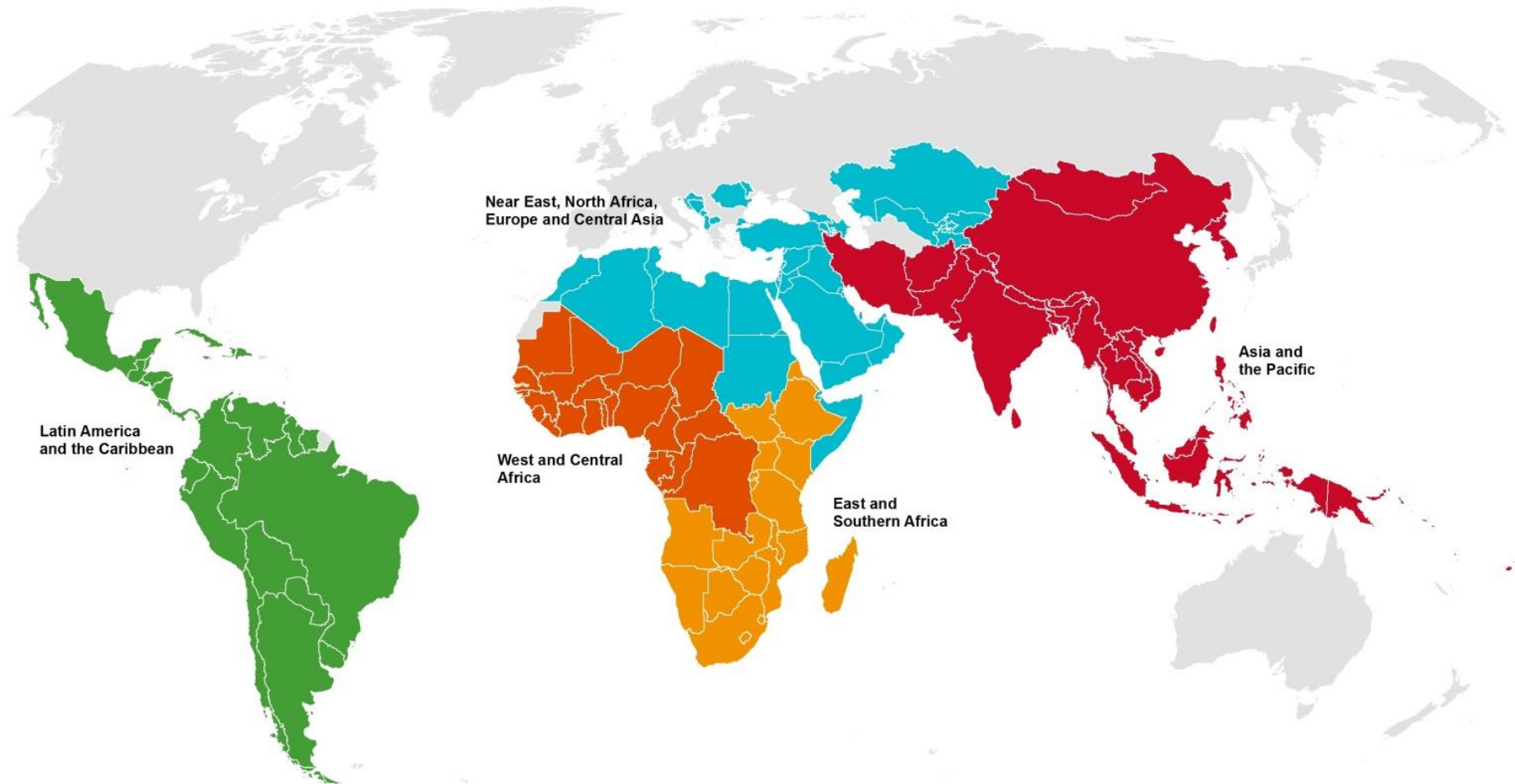
Countries so far

Tunisia

Sierra
Leone

Cameroon

Samoa

Peru

Lesotho

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AVANTI partners in Rwanda

Government
of Rwanda

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

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

Monitoring and
evaluation specialists.

Key elements of AVANTI

Country ownership

- Participating countries decide the scope and own the process.
- Avanti team facilitate – they don't assess.
- Governments take forward the action planning for improvement.
- Option to adopt the AG-Scan as a tool for periodic assessment of MEL in the future.

Knowledge

- Participants encouraged to share their insights with counterparts from other sectors and countries.

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How the AG-Scan works

- Avanti revived and adapted the CAP-Scan - a tried and tested self-assessment method - to the agricultural sector.

- Each country customises the standard AG-Scan framework to their needs and interests.

- Using the customised framework, participants assess the "status" – strengths, weaknesses and gaps – of different aspects of MEL and begin to plan for country-led improvements highlighted by the self-assessment.

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AG-Scan action planning and follow-through

- Develop a prioritised plan for improvement of MEL (Thursday's meeting)
- Dialogue with potential development partners
- Replication by other "sectors" in Rwanda
- Share experience with other countries
- Track improvement with further AG-Scans

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Customising the AG-Scan for Rwanda

Key questions for the AG-Scan

1. What should be the "unit of analysis" for the AG-Scan?
   ➢ How should we interpret the "rural sector" for this exercise in Rwanda

2. What are the parameters of MEL for the AG-Scan
   ➢ What is included in MEL and what is not?

The unit of analysis

❑ The agricultural sector as principally defined by PSTA 4

➢ Is PSTA 4 fully inclusive of relevant obectives from the international and national levels and also responsibilities shared with other sectors?

Points of reference

- SDGs – including Voluntary National Reviews
- Malabo/CAADP
- NST 1 2018-2024 – including cross-cutting areas
- Program for Results and other development partner objectives?

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NST 1 cross-cutting areas

- Capacity development
- HIV/AIDS and NCDs
- Disability and social inclusion
- Gender and family promotion
- Regional integration and international positioning
- Disaster management
- Environment and climate change
➢ *Nutrition*

The parameters of MEL

❑ Whole system approach

➢ Includes:
  ✓ planning for results
  ✓ learning and adaptation
  ✓ accountability mechanisms
  ✓ evidence culture.

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❖ Results-Based Management

❖ Managing for Development Results

❖ Knowledge management

Points of reference for MEL

- NST 1 - what it says about MEL?
- PSTA 4 - what it says about MEL?
- RBM Policy
- National M&E System guidelines (work in progress)
➢ *Anything else?*

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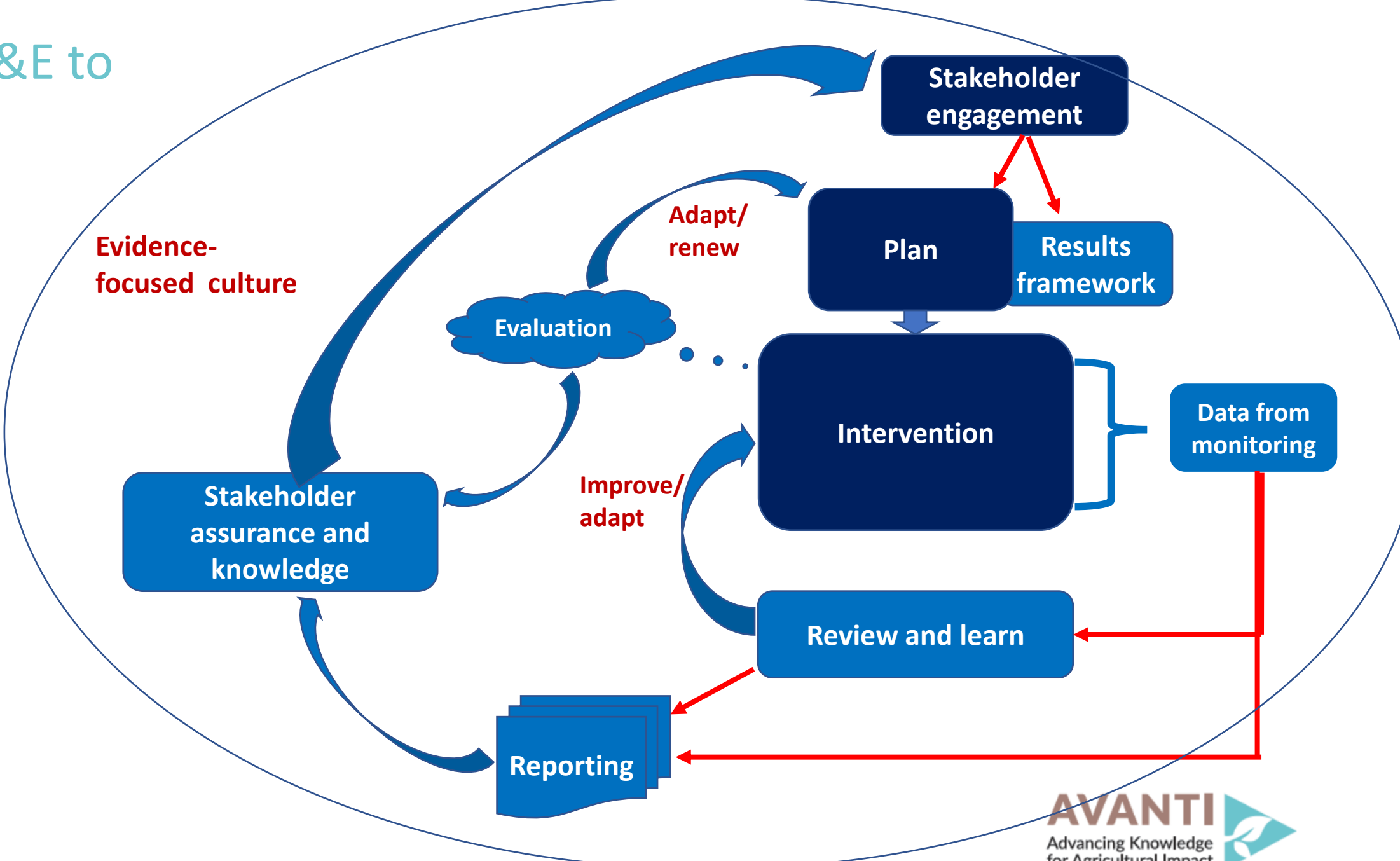for Agricultural Impact

M&E and learning

Why MEL?

M&E provides key stakeholders with valuable information and insights - learning - about interventions and their effects so that:

- They can hold to account those responsible for the interventions
- The continuing interventions can be optimised
- New interventions can benefit from the lessons learnt

Who are the stakeholders?

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From M&E to MEL

Stakeholder engagement

Plan

Results framework

Evidence-focused culture

Adapt/renew

Evaluation

Intervention

Data from monitoring

Stakeholder assurance and knowledge

Improve/adapt

Review and learn

Reporting

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Key factors in MEL

- Focus on:
  - Outcomes and impact as well as outputs
  - Quality as well as quantity of outputs – how do you measure quality?
  - Equity and inclusion
  - Value for money
- Vertical integration – from international (SDGs) level through national, sectoral, institutional, programme and project levels
- Teams and individuals?

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Vertical integration of intended results
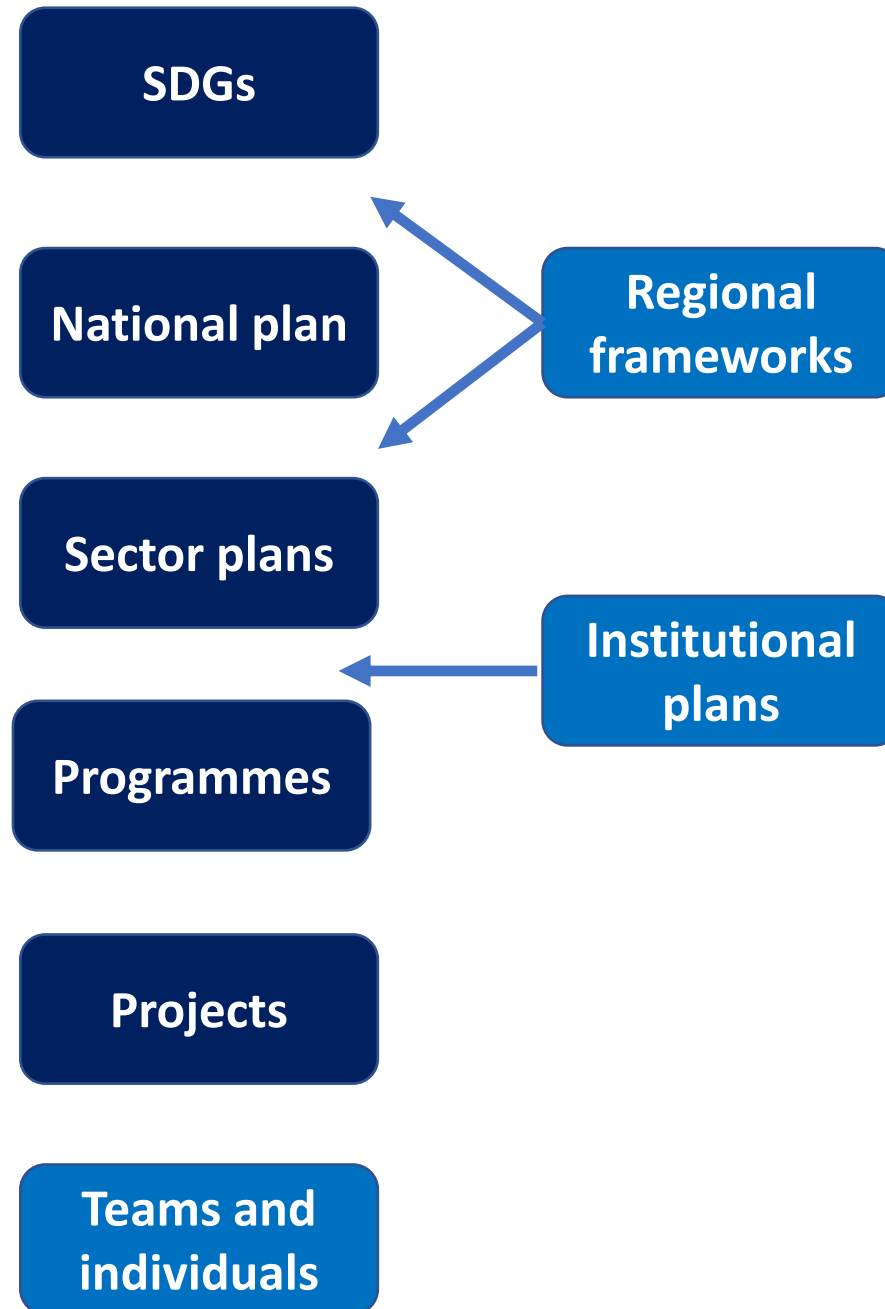
Key factors in MEL

- A living system with inter-dependent component parts
- Built-in learning and adaptation
- Success depends on many factors, including:
  - Buy-in to results – "whose results?"
  - Demand for, and utilisation of, results
  - Accountability for results
  - Transparency and legitimacy of results
  - Incentives and capacity to operate the system

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The AG-Scan framework and process

The assessment framework

✓ Six domains

✓ 17 dimensions (2-4 per domain)

✓ Scoring scale 1 (lowest) to 4 (highest).

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The six domains

1. Planning for results
2. Data for MEL
3. MEL strategies and capacity
4. MEL processes
5. Accountability for performance and results
6. A culture of evidence

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DOMAIN 1: PLANNING FOR RESULTS

Evidence-informed and participatory results planning

Results planning is well-informed by evidence from M&E and research, and by participation of relevant stakeholders.

Results framework quality

Sector plans – medium term and annual - contain frameworks of well-defined intended outputs and outcomes with indicators, data sources and realistic targets based on theories of change. There are a manageable number of indicators.

Joined-up results frameworks

Results frameworks for the sector are joined up. Those of medium term and annual plans (including Imihigo), those of the sector Ministry(s), Departments and Agencies (MDA) and others with shared objectives (e.g. through cross-cutting medium-term objectives and joint Imihigo), and development partners.

DOMAIN 2: DATA FOR MONITORING EVALUATION AND LEARNING (MEL)

Strategies for data

There are robust, adequately resourced and up-to-date national and sector strategies for data collection and management.

Data sourcing

Adequate, relevant data – relevantly disaggregated – are collected.

Quality assurance

There are robust processes for data quality assurance at all levels.

Data storage and channelling

Data is stored and made available in practical formats and in a timely fashion for review, decision-making and reporting. Appropriate use is made of ICT for these purposes.

DOMAIN 3: MEL STRATEGIES AND CAPACITY

MEL strategies - national and sector
There are comprehensive, up-to-date strategies or plans at the sector, national and institutional levels for MEL

Organisational structures and resources for MEL
MDAs have MEL units adequately positioned and resourced to be effective.

Capabilities for MEL
Relevant MDA personnel have the knowledge and skills needed for effective results planning, data collection, data management, analysis, evaluation and reporting.

DOMAIN 4: MEL PROCESSES

Review, learning and adaptation

There are robust processes – at national and sub-national levels - for regular reviews of performance and results. These reviews are adequately informed by evidence. The reviews lead to learning, improvement and adaptation.

Reporting

There are effective processes for reporting on performance and results – including outcomes - to internal and external stakeholders, including other MDAs with responsibility for cross-cutting objectives, the public and the Voluntary National Reviews. Reporting is adequately harmonised.

Evaluation

There are effective strategies for the application of evaluation and impact assessment in MDAs.

DOMAIN 5: ACCOUNTABILITY FOR PERFORMANCE AND RESULTS

Accountability for performance and results

There are effective mechanisms for accountability for performance and results at the political level and within MDAs.

Public access and feedback

There is adequate public access to transparent information about performance and results. There are mechanisms for civil society (including the private sector) feedback to government on this information.

DOMAIN 6: A CULTURE OF EVIDENCE

Leadership commitment

Political and MDA leaders, at national and sub-national levels, understand, and are actively and visibly committed to, MEL for example through demanding and constructively using data and knowledge from MEL

MDA personnel appreciation and use

Relevant MDA personnel – not including M&E professionals - appreciate the importance and utility of MEL and use data and knowledge from MEL constructively in their work.

The assessment process

Group allocation

Rounds	Groups (5-6 people)				Domains	Number of dimensions per domain
	Brown	Green	Blue	Yellow	1= Planning	3
i	1	1	2	2	2= Data	4
ii	3	3	4	4	3= MEL strategies and capacity	3
iii	5	5	6	6	4= MEL processes	3
					5= Accountability	2
					6= Culture of evidence	2

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Group work

1. Decide who will
   a) **lead** and manage the discussions (can be in any language)
   b) **record** the scores and summarise the discussions in English on the soft template via laptop.
   c) **present** selected results in plenary
2. In each of three rounds you will assess one domain, one dimension at a time.
3. You have between 12 and 15 minutes to discuss each dimension and reach agreement - or majority vote - on a score.

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Status scoring

- We will score the "status" of each dimension of MEL in the agricultural sector in Rwanda. In other words how strong or weak is that particular aspect of MEL

- In scoring the status we use a scale from 1 (lowest) to 4 (highest)

- We can interpret this scale in two ways.

  - ✓ Either: 1= strongly disagree with the statement about the dimension; 2= disagree in general; 3= agree in general 4= strongly agree

  - ✓ Or: 1= the dimension is very weak; 2= moderately weak; 3= moderately strong; 4= very strong

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Group work - recording

1. The recorder will note reasons for the score and also any dissenting voices.

2. Most of the dimensions have more than one element - for example: *results planning is well-informed by evidence from M&E and research, and by participation of relevant stakeholders.*
   ✓ You should note whether your score applies to all elements equally, or if some elements were weaker than others.

AG-Scan Rwanda Reporting Template

DOMAIN:	[write here]	Group colour:	[write here]

DIMENSION:	[write here]

Status Score: 1 (lowest) to 4 (highest)	[write here]

Summary of discussion	[write here]

Plenary

1. There will be a plenary after each round of group work.

2. At the end of the group stage of the round (approx. 45 minutes) you should pass the completed soft template via flash drive to David.

3. David will project your completed template on the screen. The presenter has up to **8** minutes to speak to the results of the group's discussions in the **two weakest dimensions** (max. 4 minutes each).

4. There will be 5 minutes for plenary discussion on each group's presentation.

Action planning

AG-Scan Workshop

Day 3: Action Planning

09:00 - 10:00	Principles and objectives of action planning Plenary discussion
10:00 – 12:15	Action planning - Round 1 Group work and plenary
12:15 - 12:30	Break
12:30 – 14:30	Action planning - Round 2 Group work and plenary
14:30	Lunch and end of workshop

Principles for action planning

1. Proposals for PS MINAGRI to consider: both specific actions and possible an overall improvement process.

2. Should bear in mind initiatives and interests in other parts of government and development partners.

3. Resources do not exist at present: should consider how resources could be mobilised.

Process for action planning

1. Identify specific actions that need to be taken to address gaps in MEL for the agricultural sector or aspects that would benefit from improvement.

2. Identify resources that might be needed – if any - for each action and where/how those resources might be mobilised.

3. Identify other parties – e.g. other parts of government, development partners - who should be approached as partners in the action.

4. Identify a person or position who is best placed to lead the action.

5. Propose a realistic timescale for the action: beginning and end.

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Action planning

Domain	Dimension		Aspect for improvement		
xxx	xxx		xxx		
Specific actions	Resources needed	Where/how to mobilise resources	Timescale	Potential partners	Person/position responsible for leading

Action planning – worked example

Domain	Dimension		Aspect for improvement		
MEL processes	Evaluation		Impact assessment		
Specific actions	Resources needed	Where/how to mobilise resources	Timescale	Potential partners	Person/position responsible for leading
Develop strategy for sustained use of impact assessment	Internal AG working group	With PS agreement, convene heads of planning from key AG agencies	Asap for 3 months	Other sector agencies which have experience	Head of M&E MINAGRI
Develop standard guidelines for impact assessment for programmes and projects	Consultancy	Approach development partners: e.g. DFID	Once strategy completed	Rwanda M&E association	xxxxx

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The domains

1. **Planning for results**
2. **Data for MEL**
3. **MEL strategies and capacity**
4. **MEL processes**
5. **Accountability for performance and results**
6. **A culture of evidence**