

Engendering the Ag-Scan Matrix

RBM Pillars Components	Criteria for Each Progressive Stage				SDG	Other
	Awareness	Exploration	Transition	Full Implementation	Targets / Indicators	Evidence / Sources
LEADERSHIP						
Commitment (Are sector leaders actively working for RBM?)	Senior sector management asserts importance of RBM. But no concrete initiatives have been initiated.	A small number of managers in sector agencies investigate RBM tools and apply them sporadically. But, initiative is not consistent, nor mandated.	Full commitment across sectoral agencies to RBM. New RBM practices are systematically adopted. Most, but not all, staff, support initiative and most, but not all unit's practice RBM.	All units practice comprehensive and systematic RBM systems. Staff report benefits outweigh costs of RBM. Organization is learning how to use, and continuously adapt RBM.		

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<p>Results inform policy (Do policy decisions reflect performance towards SDG targets?)</p>	<p>Although leaders claim that evidence should be integrated into policy processes – reliable data are not collected or used.</p>	<p>At least a few decisions are taken based on hard data. However, these are the exceptions in an environment where data are seldom available or used.</p>	<p>A thorough array of results-based data-grounded decision- and policy-making support systems are installed in some units. Data¹ are clearly linked to SDG targets and indicators, including SDG5 on gender equality and women’s empowerment (GEWE). Leadership emphasizes the importance of such systems and indicates that they should be harmonized and used universally.</p>	<p>Results-based management systems are utilized in virtually all relevant areas. These systems are adequately funded, staff at all levels appreciate their utility, they use data to revise policy and procedures, and systems are in place to continuously improve them.</p>		
<p>Public policy consultation (Is there a process to consult widely in the development of policy?)</p>	<p>There is a process for dialogue between government and rural sector public and private organisations, but it does not function effectively, with infrequent, unstructured or sporadic exchanges.</p>	<p>Rural organisations including the private sector are consulted on some relevant issues but not consistently across all sub-sectors and views are seldom translated into action. Women’s² participation is not systematic.</p>	<p>The consultation process works on a range of issues in many sub-sectors. Women’s participation is mostly effective. But translation into action is inconsistent.</p>	<p>The consultation process is well established across both public and private sectors and includes broad participation by women; there is regular exchange on key issues and rural organisations acknowledge their influence on policy.</p>		

¹ All data should be disaggregated by sex and age, when relevant.

² Reference could also be made to youth

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<p>Learning (Do senior managers refer to and make use of lessons when planning or developing policy?)</p>	<p>Senior managers in the sector are aware of the need to learn from experience and develop a capacity to cope with changes, but there are few structures or resources to enable this to develop.</p>	<p>Some parts of the sector have initiated programmes to learn and have allocated resources. These are not yet widespread.</p>	<p>RBM learning systems are being applied in many sub-sectors organisations. Resources are being allocated and there is some formal provision to make use of findings. Ownership of the systems is still uneven.</p>	<p>Virtually throughout the sector RBM learning systems are well established. Policy, planning and budgeting make use of lessons from experience and are used routinely to adjust programming.</p>		
Evaluation and Monitoring						
<p>Monitoring and evaluation capacity (Are there dedicated M&E units with trained staff?)</p>	<p>Some capacity for monitoring and for evaluation exists in key sector units; some key units have M&E Officers on staff.</p>	<p>A limited number of sector units have developed competency in monitoring or evaluation. There are initiatives to standardise across the sector.</p>	<p>Government has a program to develop monitoring and evaluation capacities in all units, including the collection and analysis of sex-disaggregated data. Some units are implementing the systems more readily than others.</p>	<p>All units have the appropriate level of monitoring and evaluation capacity to support RBM. Efforts are adequately funded and produce data - disaggregated by sex and age when relevant - that are used.</p>		

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<p>Sector Plan evaluation systems (Do plans for the agriculture sector have adequately developed arrangements for evaluation?)</p>	<p><i>Sector plans -- with indicators and targets to track progress at sector level -- exist. However, data are generally not collected on progress.</i></p>	<p><i>Performance data are collected for some components of sector plans -- such as poverty reduction or food security - - but data are seldom used for decision making.</i></p>	<p><i>Government is committed to measuring progress against virtually all aspects of sector plans and there are clear linkages to the SDG targets, including GEWE. Progress may be somewhat uneven, but information is flowing through the system and used by many managers to improve implementation.</i></p>	<p><i>Performance data is systematically used to gauge progress of plans within the sector. High level indicators reflect SDG targets. Resultant analysis - with a gender and youth perspective when relevant - is increasingly used to inform current implementation and drafting of future Development Plans</i></p>		
<p>Results management framework (Is there a comprehensive approach to managing results for sector plans?)</p>	<p><i>Managers understand the value of a results framework, but do not manage their portfolios accordingly.</i></p>	<p><i>A small number of managers apply RBM practices, such as logical frameworks, theory of change, results frameworks and other tools.</i></p>	<p><i>A real movement is underway throughout the sector to practice RBM. Some units resist the change, but substantial movement is underfoot. Most managers can articulate intended results, including a gender and youth perspective.</i></p>	<p><i>The government is managed based on results. Managers can articulate intended results and adapt implementation -- based on results data -- to achieve those results, including progress on GEWE.</i></p>		

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<p>Client satisfaction systems (Have sector units implemented systems to gather information from their clients?)</p>	<p>Officials give voice to the need to serve the rural population but have no systems to learn whether they are succeeding.</p>	<p>Some units have developed formal customer satisfaction feedback measurement systems linked to rural surveys, with results disaggregated by sex and age.</p>	<p>Virtually all units use customer satisfaction measurement systems. Application may be uneven and inconsistent.</p>	<p>Customer satisfaction systems (capturing differences based on gender and age) are applied throughout sector units -- as appropriate. The approaches are consistent across units and data are used to improve services.</p>		
<p>Data management capability (Do sector units have systems to manage the collection and processing of data?)</p>	<p>Managers feel constrained by lack of data -- such as on outputs and outcomes; service quality; and overall program measures -- available to them to make programmatic decisions or judge progress against results.</p>	<p>Some organizations or departments are able to collect, manage, analyse and report on relevant management data. But, for most collection is incomplete, and timing delayed.</p>	<p>The government has promoted specific MIS standards -- included data acquisition, storage, analysis and reporting for the sector, with a gender and age dimension when relevant. Skills and understanding of their utility may not yet be adequate to implement them consistently across the sector.</p>	<p>Managers are able to obtain data -- such as on outputs and outcomes; service quality; and overall program measures -- in a timely and useful format. - MIS coordination across sector organisations facilitates results management, with a gender and age dimension when relevant.</p>		

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<p>Reporting alignment & harmonisation (Is reporting based around national needs and harmonised across donors?)</p>	<p>Senior sector managers want to standardise reporting but are frustrated by the need to respond to different donor-required reporting systems.</p>	<p>Proposals have been developed for a standardised use of government systems and reporting formats for some broad sector programmes,</p>	<p>Government has established a policy of standardised national reports for the sector and requires a harmonized approach to reporting to diverse donors using national systems. Some units, and donors, remain resistant to the changes.</p>	<p>National systems are used for gathering and reporting performance data. All units apply harmonized donor reporting procedures, with a gender and age dimension when relevant. All major donors comply with this policy.</p>		
<p>Performance measurement (Do managers actively seek and use data on programme performance?)</p>	<p>Managers appreciate the utility of performance data, but little is available to them.</p>	<p>Some units systematically collect performance data to inform decision making. But most units do not. Only the ministry/department responsible for women and youth collect and use sex- and age-disaggregated data.</p>	<p>Performance measurement systems are operational throughout government and data is systematically collected and reported. Some units, however, do this only as a requirement; they don't use the data.</p>	<p>Most managers report the usefulness of the data they get and that decisions are made based on that data. All ministries/departments collect and use sex- and age-disaggregated data, when relevant.</p>		
ACCOUNTABILITY						

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Accountability (Are sector officials answerable for their action?)	<i>Sector leaders recognise the need for officials to be held to account but systems are not yet in place.</i>	<i>Arrangements to ensure all officials have clear roles and responsibilities are being implemented. Officials will be answerable for their actions and the actions of people they manage</i>	<i>Most sub-sector organisations have arrangements for accountability and are introducing procedures to hold officials to account.</i>	<i>The concepts and practice of public accountability are in place including a 'watch-dog' facility through which citizens and civil society organisations can take legal action against mistakes or suspected corruption.</i>		
Transparency (Are plans, budgets and results publicly available?)	<i>Sectoral officials are aware of the need to promote transparent planning, budgeting and implementation but are not as effective as they would like.</i>	<i>Sectoral agencies are implementing an approach to make plans and decisions publicly available across all localities and sub-sectors.</i>	<i>Sectoral officials mostly have the necessary resources to promote transparency in decision-making and policy implementation but information sharing mechanisms are not always effective and some information not relevant or in formats that are not easily accessible to the public.</i>	<i>Sectoral officials actively promote transparency. Information about planning, budgeting - including gender budgeting (where budgets are prepared or analysed from a gender perspective) and implementation is widely available in formats that are easily accessible. Civil society organisations recognize this achievement.</i>		
Policy and legal framework for rural organisations (Are grass roots organisations able to function unhindered?)	<i>Government acknowledges the importance of grassroots organisations. However, structural or political realities hinder creation and functioning.</i>	<i>Government is in the process of instituting a conducive policy and legal framework for the creation and functioning of rural organisations, including those focusing on women and youth.</i>	<i>Formal structural and policy constraints to functioning grassroots organisations are largely removed. However, in practice, some functions and transactions appear to be influenced by powerful people or special interests.</i>	<i>Grass -oots organisations (including those focusing on women and youth) appear to operate without significant hindrance from individuals or special interests. Civil society organisations take pride in this reality.</i>		

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<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>Senior sector managers recognise the need for strong civil society and trade organisations with the capacity to hold the government to account, but systems are yet to be developed.</p>	<p>Initiatives have been taken to identify and implement capacity-building programmes, especially in technical areas such as irrigation users' associations, producer organisations and rural finance, but progress is uneven across the sub-sectors.</p>	<p>Many sector entities have started activities to strengthen civil society and trade organisations, including promoting membership and leadership among women and youth. There is active exploration of south-south and triangular cooperation.</p>	<p>Organisational capacity is widely established in depth, including among women and youth. Organisations have forums to meet with policymakers and their feedback is seen to influence government decisions.</p>		
<p>Capacity of state actors to manage for results (Have officials acquired the skills to manage for results?)</p>	<p>Limited awareness on managing for results. Performance appraisal systems, including rewards and recognition, are linked mainly to the spending of resources (inputs) as well as activities and outputs.</p>	<p>RBM training needs identified; training packages developed, and some training provided (basic training and technical skills). Performance appraisal systems linked primarily to outputs and a few outcomes. There is an emerging awareness of the goals/ objectives of sector organisations.</p>	<p>RBM training provided to key managers and functional experts. Performance appraisal systems linked to outcomes in some key areas. All staff have a commonly shared vision of the results that the organization is trying to achieve, including commitments to GEWE and youth engagement.</p>	<p>RBM training available to all managers and staff. Performance appraisal systems linked to outcomes in all areas. Virtually all staff have a commonly shared vision of the results of the organization (including GEWE and youth) and understand their role in achieving these results.</p>		

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<p>Public access to results (Are data on results publicised and easy to access?)</p>	<p>Top sector managers recognise the need for the public to learn about the degree of government effectiveness (results data, at the least). But, public cannot access important data.</p>	<p>Some sector units have established formal procedures to provide access to results data. Limited publication of results data also occurs. Laws permit press freedom to report.</p>	<p>Government has a policy to provide citizens access to results data. Many have formal structures to share information. This is generally, though not universally, followed. Some units are more proactive than others in publicizing results data. Instances exist of the public using the data to work for change, including women's and youth groups. Media are increasingly independent of government and able to investigate and report on the results of government activity. However, there are still some subjects, geographic, or topic areas that are considered off limits to public information.</p>	<p>The public has access to results data in all relevant units. Government has a proactive approach to informing the public on government results on a regular basis through established structures. The public acknowledges improved access to data. Many examples can be provided by Government where the public has used the data to work for change, including promoting GEWE and youth engagement.</p>		

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Planning and Budgeting						
<p>National planning for the Agriculture Sector (Are there national plans for the agriculture sector that are comprehensive and link to the SDGs?)</p>	<p>National Plans exists for the sector. However, outcomes and targets – even for such areas as poverty reduction, hunger and food security, gender equality – are not clearly articulated or coherent. Planning does not embrace the wider value chain actors such as agri-business and traders adequately.</p>	<p>National Plans articulate specific sectoral targets, and even some outcomes. There is evidence of linkages to the SDGs, including SDG5. However, that approach is not consistently applied throughout the sector. There is awareness to include the private sector, especially agribusiness and traders, but systems are not yet in place.</p>	<p>National Plans clearly articulate outcomes, results, and measurable targets against which programmes can be measured. The time horizon for targets is realistic. Plans takes account of private sector entities. There are clear linkages to the SDGs, including SDG5. However, data are not systematically collected and used by decision makers across the sector. “Ownership” of Plans and their data is not widespread.</p>	<p>Outcomes, results and targets area consistently and appropriately applied throughout National Plans including reference to the SDGs. Relevant data - disaggregated by sex and age where appropriate - are collected and used to adapt implementation. Decision-makers recognize the utility of the data and ensure it is integrated into the decision-making process.</p>		

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<p>Planning coherence (Does planning take account of needs and knowledge at local levels?)</p>	<p>Sector planners are aware of the need to take into account the circumstances and knowledge of local situations, but this is not always achieved. Sector needs are not fully reflected in national plans.</p>	<p>Procedures have been established to incorporate local needs into the planning process, but it is not consistently applied across all sub-sectors.</p>	<p>Plans for the sector make explicit provision for the diverse needs of different regions, populations (based on wealth, sex, age) and ecological areas in some sub-sectors. Material is drawn from knowledgeable sources and outcomes reflect this diversity, but not yet across all sub-sectors.</p>	<p>Responsiveness to local needs - including sex and age perspectives - is evident across all sector plans and fully endorsed by Ministries of Finance and Planning. Relevant data are collected and used to adapt implementation.</p>		
<p>Participation in planning (Are there mechanisms and procedures to enable citizen participation in planning?)</p>	<p>No legal constraints exist to citizen participation in planning processes. Senior sector managers are aware of the benefits from bottom-up planning but there are few instances of it being used and no formal structures support participation.</p>	<p>A limited number of structures have been established for consultation and to receive inputs from the rural poor and their organisations (such as outreach for a poverty reduction strategy, climate change resilience and adaptive capacity or GEWE or youth); and from private sector bodies</p>	<p>In certain sub-sectors input from the rural poor and their organisations is intense (reflecting gender and youth perspectives) and government has responded to concerns in and planning through formal structures. Private sector agri-business and traders have established means of engagement.</p>	<p>Virtually all significant planning is subject to substantive participation, including poor rural women and men, and the youth. Virtually all sectoral planning activities of significant scale are subject to citizen input through established structures.</p>		

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<p>Participation in budgeting (Are there mechanisms and procedures to enable citizen participation in budgeting?)</p>	<p>No legal constraints exist to citizen participation budgeting processes. Senior sector managers are aware of the benefits from bottom-up budgeting but there are few instances of it being used and no formal structures support participation.</p>	<p>A limited number of structures have been established for consultation and to receive inputs from the rural poor and their organisations (such as outreach for a poverty reduction strategy or climate change resilience and adaptive capacity); and from private sector bodies</p>	<p>In certain sub-sectors input from the rural poor and their organisations (including participation by women and the youth) is intense and government has responded to concerns in and budgeting through formal structures. Private sector agri-business and traders have established means of engagement.</p>	<p>Virtually all significant budgeting is subject to substantive participation. Virtually all sectoral budgeting of activities of significant scale are subject to citizen input through established structures. All budgets are prepared or analysed from a gender perspective.</p>		
<p>Understanding theories of change (Do policymakers and planners understand how interventions are expected to stimulate desired outcomes?)</p>	<p>Senior sector managers understand the importance of moving from traditional management patterns of budget execution and output delivery to managing for outcomes. The concept of theory of change is understood but not widely applied.</p>	<p>Policymakers and planners advocate for theories of change to be developed for major policies as part of programme strategy and planning. Resources and time are available for units to implement such an approach.</p>	<p>Widespread training has been given to managers at the centre and in the field. Budget submissions call for theories of change to support new programme proposals - with impacts on gender and youth identified when relevant - but they are not universally prepared. Managers broadly understand the concept of outcomes.</p>	<p>Theories of change are a feature of all programme plans and form a common basis for scrutiny and the development of monitoring and evaluation systems, including a gender and youth perspective. Their content and use are communicated with stakeholders.</p>		

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Budget allocation reflects national development priorities and plans (Does the budget allocation process follow established priorities?)	Government acknowledges that sector budgets <u>should</u> reflect national priorities, but it does not.	Government initiates process of outlining national priorities and providing a structure in the budget to address some of them including references to the SDGs.	Increasingly the budget is organized around national priorities as set out in sector plans and funds are allocated according to those priorities	A transparent process is followed where national priorities are established transparently, and budgets are allocated and spent according to those priorities. All budgets are prepared or analysed from a gender perspective.		
Performance-based budgeting (Does the budget allocation reflect past performance?)	Although staff can discuss the importance of RBM, in fact budgets are more the result of past expenditure patterns and political interests.	A small number of sector units make budgetary decisions based on progress against targets and resources needed to achieve results.	Most sector units' base budgetary decisions on progress against targets (performance data) and resources needed to achieve results. Application may not be consistent across units.	Performance - based budgeting is the norm throughout the sector. Data are regularly gathered to support budgetary decisions. Management occasionally reviews performance-based budgeting systems for continuous improvement.		
Donors link programming to results (Within the sector do aid donors take account of sector performance when planning their programmes?)	Donors and government discuss RBM, but donors do not link their programming to country sector results.	Some donors base at least some funding decisions on country sector results against development plans.	Many donors base funding decisions on country sector performance data, including GEWE. These data are used to provide technical assistance.	Results management provides a critical lens for discussing funding and programmatic decisions. Both donor and country expect sector funding decisions to be based on performance.		

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<p>Fragmentation of donor support (Have donors consolidated around government programmes?)</p>	<p>Donors and government discuss simplification of support to the sector, but many donors continue to promote piecemeal projects that require separate results management.</p>	<p>Government acknowledges the need to consolidate donor support and has consulted to reduce fragmentation and avoid overlapping projects and programmes, but little progress has been made.</p>	<p>A real movement towards programme support and multi-donor funding is underway across the sector. The government has established national results frameworks in sector plans to which donors are expressing support.</p>	<p>Donors work with government to consolidate support to the sector and reduce proliferation of separate projects.</p>		
Statistics						
<p>Statistics strategy (Is there a comprehensive strategy for statistics in the agriculture sector?)</p>	<p>Leaders recognise the need but as yet there is no national strategy for the development of agriculture and rural sector statistics. Data about the commercial/private sector are not generally included in sector statistics.</p>	<p>A national strategy for agriculture and rural sector statistics exists but is implemented to a very limited extent. The strategy has clear references to or linkages with the SDG targets and indicators (including sex and age disaggregated data where relevant) and takes account of the commercial/private sector.</p>	<p>A national strategy for agriculture and rural sector statistics is implemented in many areas, with useful data emerging (including sex and age disaggregated data where relevant). The approach has been guided by the Global Strategy to Improve Agriculture and Rural Statistics (which has a component on collecting gender-related data). Data may not yet be fully utilized.</p>	<p>The national strategy for agriculture and rural sector statistics is implemented fully, revised as needed, and forms the foundation of data collection in the country (including sex and age disaggregated data where relevant).</p>		

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Data disaggregation (Are data disaggregated by aspects such as sex and geography, to improve analysis?)	<i>Policy makers and statisticians understand the importance of disaggregating data by sex, age, wealth, geographic area, etc. However, few data sets are disaggregated usefully.</i>	<i>Some surveys and data sets are meaningfully disaggregated, but they tend to do so at the wish of donors or researchers.</i>	<i>The national strategy for agriculture and rural sector statistics provides useful guidance on disaggregation. Most surveys and data sets are disaggregated.</i>	<i>Policy makers appreciate the utility of data disaggregation and can report instances where the analysis of disaggregated data has supported improved decision-making. Information users expect all data to be disaggregated, where appropriate.</i>		
Data quality assessment (Are there regular procedures to validate the quality of statistical data?)	<i>Data consumers are wary of government-produced data, recognizing there are not data quality assessment (DQA) procedures.</i>	<i>Some units and researchers have appropriate data quality assessment protocols. These, however, are exceptions to the rule and vary in size and approach.</i>	<i>The government has developed standard DQA protocols. These are generally followed, though some units either skip DQAs or use their own approach.</i>	<i>A standard DQA approach is adopted throughout government and applied uniformly throughout. Policy makers express confidence in the DQA process and the data.</i>		
Survey Capability (Do the skills and knowledge exist for national level household and key sectoral surveys)	<i>Managers responsible for sector-level results seek data on national trends -- in areas such as poverty reduction, food security, GEWE, youth, or climate change -- but government is not yet producing quality national survey data.</i>	<i>Some national-level studies have been completed, but at the initiative of a single organization or in response to one-time donor funding. Ownership of data is uneven and local capacity to analyse data is not yet developed.</i>	<i>National level studies are conducted with some cross-sectoral coordination. But, out?-year follow-up is uncertain. While some managers are able to analyse the data, some of the data are not adequately processed nor analysed, nor are results appropriately disseminated to other parts of government and the public.</i>	<i>Household income/ expenditure or other national sectoral surveys are conducted regularly (at least every five years.) Relevant cross-sectoral units contribute to the content of the studies. Data are used to inform national planning and budgeting efforts through effective data analysis and dissemination of findings.</i>		

