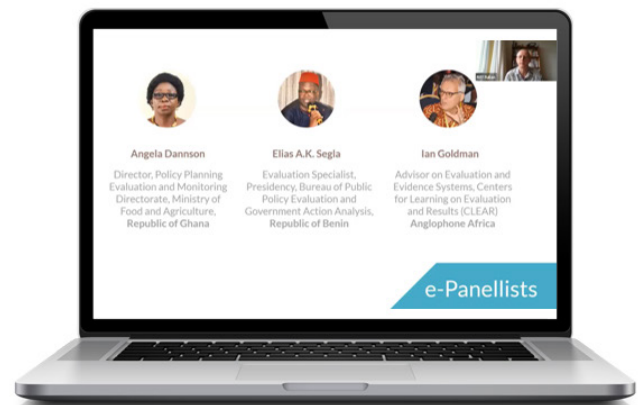
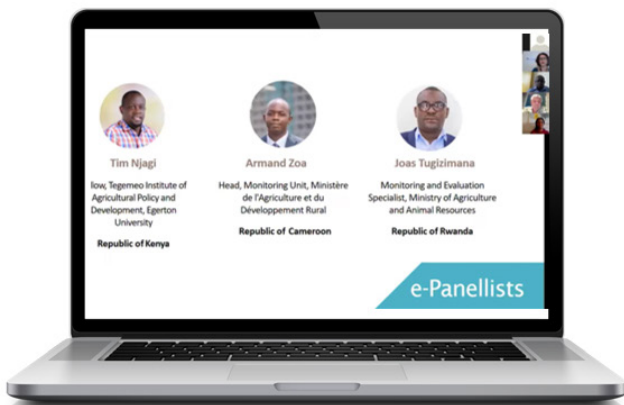


A user-guide for remote / blended working



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Acknowledgements

This manual is written with contributions from various Itad in-house guidance and ongoing learning from programming during Covid times.

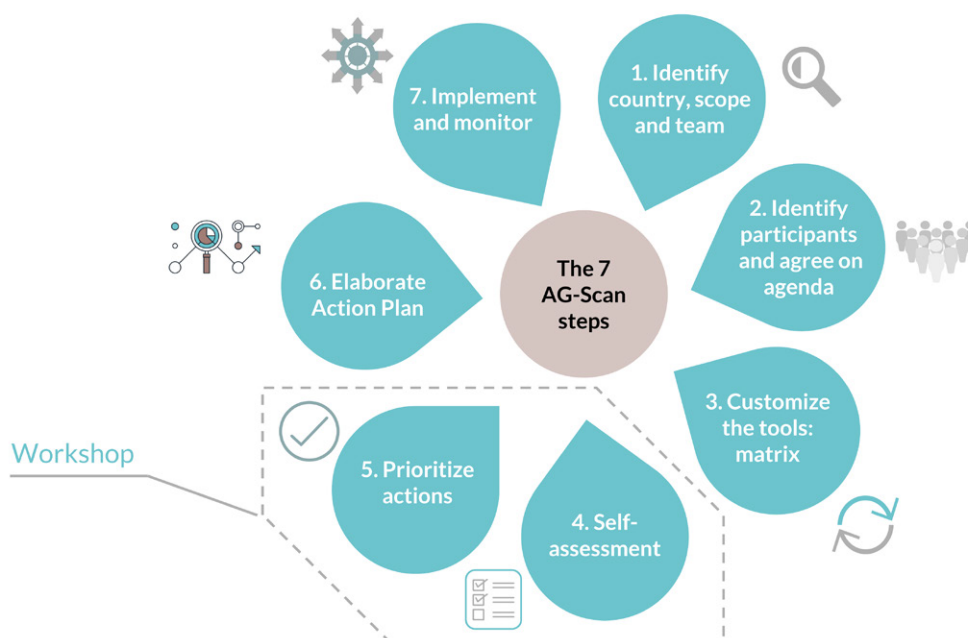
1. Background

AVANTI general background

AVANTI—‘Advancing Knowledge for Agricultural Impact’—is a global initiative funded by the International Fund for Agricultural Development (IFAD). It supports national partners, in particular national governments, to self-assess and prioritize actions for strengthening results-based management (RBM) and to share their experiences with a wider audience. Ultimately, AVANTI aims to improve countries’ ability to measure Sustainable Development Goals (SDG) indicators that relate to agriculture and rural development.

The initiative is implemented through a seven-step approach, running from identifying countries opting to participate, to implementation and monitoring their respective action plans. See Figure 1. Central to this process is the AG-Scan methodology (agriculture capacity scan), which is based on the assessment of five pillars summarized in Figure 2: Leadership, Evaluation & monitoring, Accountability & partners, Planning & budgeting, and Statistics. See section 3 of the AVANTI user-guide. Between 2017 and 2019, ten countries (Bolivia, Cameroon, Ghana, Lesotho, Peru, Rwanda, Samoa, Sierra Leone, Rwanda, and Vietnam) successfully conducted AG-Scans and are at varying levels of elaborating their action plans.

Figure 1: Seven-step AG-Scan process



However, since the first quarter of 2020, the exponential rise of Covid-19 cases across the globe has necessitated imposition by national governments of inter and intra-national travel and in-person contact restrictions to mitigate the spread of the virus. Such measures have resulted in significant disruptions to all aspects of life including economic, educational, and social. AVANTI operations have not been an exception. At the onset of the pandemic, the AVANTI core team (Helvetas and Itad) took the decision to put all country activities on hold and focus on the knowledge component of the initiative that consolidates learning, sharing knowledge, and strengthening connections with key stakeholders (see examples on the AVANTI website [here](#)). As time progressed it became apparent that the pandemic was going to be with us for the long run, hence the imperative for new ways of working.

1.2 AVANTI in Covid-19 times

First, the AVANTI core team¹ has the moral obligation to protect and mitigate risk of spreading Covid-19, hence the shift from form face-to-face meetings (promotional tour, workshop, group work) to remote working. Further, due to international travel restrictions, national lockdowns, and social distancing protocols it became impossible to facilitate workshops using traditional face-to-face methods. The ubiquitous nature of Covid-19 necessitated change in strategy and approach to process and methodology in line with the 'new normal'. This manual espouses a remote or blended (combination of remote and face-to-face) approach to the AG-Scan process. These two options – remote or blended – are in recognition of the varying restrictions and regulations in different geographies as well as their evolution over time. Discretion on what option to adopt lies on the national governments and the AG-Scan team.

Figure 2: Seven-step AG-Scan process



1.3 Existing guides: Links to implementer's package and user-guide

This user-guide does not comprehensively cover the AG-Scan process neither does it cover the content of the methodology. Rather, it shows how the AG-Scan process can be adopted to either a partial or fully virtual approach. This adapted user-guide must therefore be used in combination with existing guidelines and tools such as:

The AVANTI user-guide: Detailed step by step process of the AG-Scan process from scoping individual governments' interest in the initiative to the implementation and monitoring of the Action Plan

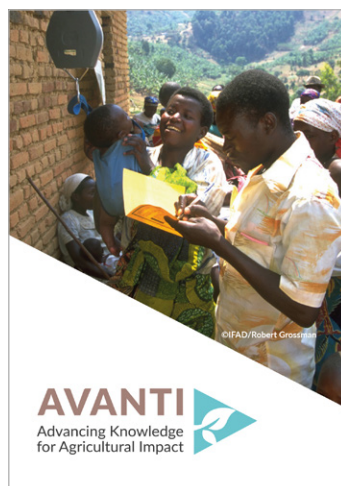
The AVANTI flier: An easy-to-read flier/brochure summarizing what AVANTI is, its key elements, level of ambition and implementing partners.

The AVANTI implementer's package: A toolkit of all essential tools, products, templates, and tips required for successful implementation. It is a living document capturing ongoing learning and improvements to the AG-Scan process and methodology.²

Click links provided in the diagram below to access documents.



[AVANTI user-guide](#)



[AVANTI brochure](#)



[AVANTI implementer's package](#)

- 1 The core team consists of lead representatives from Helvetas and Itad: Kai Schrader/Riff Fullan and Ethel Sibanda/Abdulkareem Lawal, respectively.
- 2 Users will require permission to access the implementers' package on the 'Pamoja' extranet space.

2. Introduction to remote working

2.1 Why remote working

As indicated above, the restrictions to travel and size of in-person gatherings posed by the Covid-19 pandemic call for creativity in our ways of working. Further, in cognizance of the duration of time and technological inputs required before a global solution to the Covid-19 pandemic to be contained, we have devised alternative ways of working. These attempt to mitigate the negative impacts of face-to-face interaction (relative ease in communication, building trust, establishing relationships and ownership) while at the same time fulfilling the objectives of the AVANTI initiative to a quality standard. We do not foresee the Covid-19 situation getting back to the pre-pandemic situation for the remainder of the duration of AVANTI (January 22) hence the imperative for adapting to remote/blended working: 'the new normal'.

2.2 Challenges for remote/blended work

There are several challenges associated with blended/remote working. Here we list three main shortfalls foreseen in adopting a remote/blended approach, the effects of which we attempt to mitigate through this manual. By acknowledging limitations to processes such as effective communication, interministerial relationship building, and country ownership, we encourage teams to consider alternative, context specific innovative approaches to further mitigate effects.

- **Effective communication:** Communication and awareness-raising, normally achieved through informal staff exchange working in the same office is compromised as a result of remote working. Similarly, formal scoping missions that were conducted prior to workshop preparations now have been put on hold leading to fewer opportunities for awareness-raising among potential participants, national key stakeholders, and funders.
- **Interministerial interaction and relationship building.** A major benefit of the AG-Scan process is the pulling together and building of relationships of interministerial and intersectoral stakeholders working on similar agendas, yet are hardly presented with an opportunity to jointly review and strategize as is presented by AVANTI. This too is likely to be compromised by adopting a virtual/blended approach which affords stakeholders less opportunity to connect and network during typical in-person workshop sessions such as tea and lunch breaks, and group work.
- **Country ownership:** The process of trust-building and enhancing country ownership, a key tenet of AVANTI, is highly compromised in the context of limited interpersonal interaction. More so during these critical times where governments justifiably concentrate on threats to the health and lives of citizens. Establishment of relationships and trust-building, requisite to country ownership is more difficult to develop remotely than otherwise.

2.3 Opportunities for remote/blended work

While the effects of the Covid-19 pandemic are largely negative, there are a number of benefits accruing to national teams, in particular and more broadly to the environment.

- **Capacity building of national staff:** Shifting to a blended/remote approach requires some level of investment in the capacities of national teams: facilitation skills, more responsibility and ownership of LEAPS pillars (during preparation, self-assessment and action planning) and, for some participants, use of new digital technologies. This approach is more sustainable and facilitates the much-needed skills transfer and recognition of contributions from global south, resonating with current thinking on equitable approaches to development work.³
- **Flexibility in timing of events:** The fact that workshop proceedings are no longer tied to the presence of the international team in country means there is more flexibility in the duration and spacing of AG-Scan processes such as self-assessment sessions, prioritization, and action planning. Section 2.4 below shows possible timing of AG-Scan sessions.

3 Racism and Racial Equity | The Equity Index

- **Reduced carbon emissions:** Reduced or limited international travel automatically results in reduced emission of greenhouse gases, thereby reducing AVANTI's carbon footprint-an unintended positive environmental result.

2.4 Possible configurations: (incl. determining which option to adopt)

In light of the aforementioned, there are two broad configurations for conducting AG-Scans during Covid-19 times:

- Fully remote, and
- Blended approach: Partially remote/partially face-to-face.

In a fully remote AG-Scan all facilitators and participants meet virtually, with no in-person interaction at any point. In the latter case, there is scope for a combination of virtual and in-person interaction. Under this set-up, various other subtypes of configurations can be explored. In some ways, the concept of a blended approach is not a novel idea as AVANTI teams have traditionally used their discretion to determine whether to meet in person or virtually for pre- and post-AG-Scan workshop processes: Steps 1-4 and 6-7 of the AG-Scan process (see [Figure 1](#)). The real adaptation to the Covid-19 situation is on the manner in which the self-assessment and prioritization workshops are conducted. For this reason, this Covid-19-adapted user-guide will focus predominantly on the facilitated workshop, steps 4 and 5, of [Figure 1](#).

Options for the AG-Scan workshop

OPTION 1: FULLY REMOTE

This option is suited to countries under complete lockdown from the start to the end of the AG-Scan process. It adopts an approach where preparations, planning meetings, customization, self-assessment, and action planning are all conducted remotely. For the AG-Scan workshop, participants will need to dial in from their respective locations. This is the least ideal scenario and should be considered only when travel/face-to-face interaction is not feasible or likely in the foreseeable future. A prerequisite for this approach is access to good internet connectivity (including supply of electricity which enables internet access). In countries where household electricity supply is severed or cut due to load shedding, this may present significant logistical challenges. Geographies with more established infrastructure may grapple less compared to those where load shedding and internet disruptions are more common. See [table 1](#) on technology options for consideration.

OPTION 2: BLENDED APPROACH

This option is a blend of virtual and in-person interaction. It is considerably more feasible than the first two options, in view of variations in Covid-19 restrictions over time. It gives teams the flexibility to make the most of remote and face to face interactions. For the AG-Scan workshop, there are several configurations to consider under a blended approach with regards to team participation, meeting format and technology.

Team participation options

Under both options 1 and 2, we anticipate two potential configurations for team participation: Split teams and a hybrid model.

Split teams

These are useful when there is provision for small groups of people to meet in person, particularly given limits on size of group gatherings. For the AG-Scan workshop, teams could cluster in two or more places (e.g. IFAD country office, government offices and Itad/Helvetas). Rules on cluster sizes will have spatial and temporal variations throughout the program. For example, in the UK tier systems, tier 1 geographies operate under the 'rule of 6', which may change at any time. Implementing teams should be careful to observe rules in operation at the time of your workshop and per given locality.

Clear description of: what is the expected output in every group; how will the present/share their findings and with whom (there should be a moment when all teams come together – virtually – to discuss the findings).

Hybrid (partly remote)

These are useful when the majority of stakeholders, typically based in the capital city in the case of AVANTI, can meet physically while other stakeholders such as subnational/international teams, join remotely. Such an approach can be adopted in the context of intercity, regional, or international restrictions on travel. In some ways this is the hardest to organize as it requires two layers of facilitation – in person and remotely.

Format options

Similarly, teams have options to adopt one of two formats when conducting the various sessions of the AG-Scan workshop: Synchronous and Asynchronous.

Synchronous

In this option, participants take part in a remote workshop at the same time. The option enables teams focused on different pillars of LEAPS to work concurrently. Facilitators can exchange notes and share information from their teams in real time, allowing some level of cross-fertilization between LEAPS pillars. The major drawback to this format is compromise in richness and diversity of debate that comes from interministerial mingling. Transversal issues such as gender and climate change are similarly addressed more narrowly than otherwise.

Asynchronous




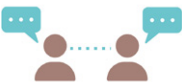

In this option not all participants take part and carry out tasks at exactly the same time. This may involve, carrying out assessments on LEAPS at different time slots. It allows flexibility to stretch the self-assessment, prioritization and action planning phases over longer periods of time. Conversely, cross-fertilization between pillars, ministries, and integration of transversal issues is compromised.

To mitigate the effects of the aforementioned negative impacts, we recommend that in either scenario (synchronous/asynchronous) teams plan around joint sessions to:

- Set the scene and provide background information such as the status of relevant SDG reporting in country, country ownership, RBM and monitoring and evaluation.
- Jointly work on prioritization of areas that need improvement.
- Exchange of ideas and insights that are relevant to more than one pillar of LEAPS. This could be done in plenary at the end of each day.

Table 1 outlines possible combinations for the various steps of a blended approach.

Table 1: Options for conducting workshops

TEAM PARTICIPATION		
	<p>Fully remote</p>	<ul style="list-style-type: none"> • Useful when a country is under complete lockdown for the duration of the AG-Scan process. • Reduces risk of Covid-19 transmission during AG-Scan process. • Works when internet connectivity for participants is strong.
Blended approach: Options		
	<p>Split teams</p>	<ul style="list-style-type: none"> • Useful when there is provision for teams to meet in small groups. • A better option when office internet connectivity and technology is better than at home. Also allows the benefits of in-person connection and networking. • Requires a facilitator in each location.
	<p>Hybrid (partly remote)</p>	<ul style="list-style-type: none"> • Useful when some team members are able to cluster in a central location but others need to join remotely from different places. • Requires in-person and virtual facilitation.
FORMAT		
	<p>Synchronous</p>	<ul style="list-style-type: none"> • Where participants simultaneously participate in a remote workshop (including looking at different pillars of the LEAPS). • Ideal when there is a strong core team to facilitate self-assessment on LEAPS at the same time.
	<p>Asynchronous</p>	<ul style="list-style-type: none"> • Where not all participants take part and carry out tasks at exactly the same time. • Useful when the core team wants to be fully involved in conversations across all LEAPS pillars, without all participants necessarily participating in all sessions.

3. General guidelines

3.1 Health and safety: Covid-19 guidelines

We encourage facilitators and teams to adopt the 'Do no Harm' principle at all times. Under no circumstances should participants be obligated to participate in workshops if they do not feel comfortable to mingle with people. Similarly, participants presenting symptoms similar to Covid-19 should be asked to refrain from attending. It is mandatory for in-person participants to sign the Covid-19 declaration form prior to workshop attendance. [See annex 1.](#)

In addition to compliance with national guidelines at any given time, teams are mandated to adhere to the following

- Maintain physical distancing: 2m plus at all times.
- Provide hand sanitizers and masks for participants.
- Avoid the sharing of stationery including whiteboard markers. If you have to use markers, assign one person to write, otherwise ensure participants either write their contributions on Post-it notes and take turns to stick on to flip charts while maintaining social distancing, or have markers assigned to them individually.

TIPS

- When booking a workshop venue, secure a large room that allows for social distancing of participants
- Ensure windows can be opened to allow for good ventilation
- Remind participants to refrain from joining meetings if they have presented symptoms consistent with the Covid-19
- Supply participants with masks
- Ensure there are hand sanitizers throughout the conference venue
- Where applicable, avoid the use of a mic that needs to be passed from person to person

3.2 National Covid-19 guidelines

Facilitators hold the responsibility to inform/ remind participants of national guidelines and participants the obligation to adhere to guidelines, respecting their health and that of others.

Table 2: National guidelines according to country



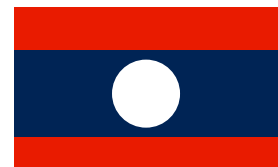
[Burkina Faso](#)



[Cuba](#)



[Ethiopia](#)



[Laos](#)



[Mozambique](#)



[Sri Lanka](#)



[Togo](#)

3.3 Ethical considerations and consent

- Any workshop participant presenting Covid-19 symptoms is mandated to leave the workshop.
- All workshop participants attending in person must be comfortable to participate and sign consent forms acknowledging this.
- This process must be repeated on the morning of each subsequent day of meeting.

3.4 Adaptability to changing context in real time

A major challenge posed by the Covid-19 pandemic is the relatively unpredictable nature of the disease and its effects. This calls for responsive and pragmatic ongoing decision-making. Teams must be flexible to adapt when the situation demands. For instance, changes in government regulations, absences of participants due to illness or other Covid-related emergencies such as funerals or call of duty will require the team to adapt in real time.

TIPS

- Plan for various eventualities. Have a plan B for all in-person interaction in case of morbidity and associated requirements for self-isolation.
- Check whether participants have developed Covid-19-related symptoms on a daily basis and look out for onset of symptoms throughout the workshop. Be sure to release participants presenting symptoms and be ready to discontinue if there is risk of spreading the virus.
- National guidelines on Covid-19 restrictions. It is not unusual for rules and guidelines to change from time to time.
- Check if participants are familiar with any technology you introduce, review and adjust if more time is required to bring all participants up to speed with its use.
- Solicit ongoing feedback from participants on their levels of comfort with the conference setting, service providers for conferencing facilities, and their observance of Covid-19 guidelines.

4. Technology

4.1 Software options

A plethora of software and applications suitable for remote facilitation are available on the market. Here we recommend a few that are tried and tested, simple to use, and generally familiar to professional stakeholders across the globe.

Video conference call

AVANTI will use Zoom or MS Teams for video conferencing. Both apps have functions for breakout rooms (ideal for separate LEAPS discussions) and all group conferencing (for introductory and other plenary sessions). The software also has, microphone and video mute functions as well as Chat and Q&A channels, enabling interactive workshopping.

Figure 3: Zoom and MS will be used for video conferencing

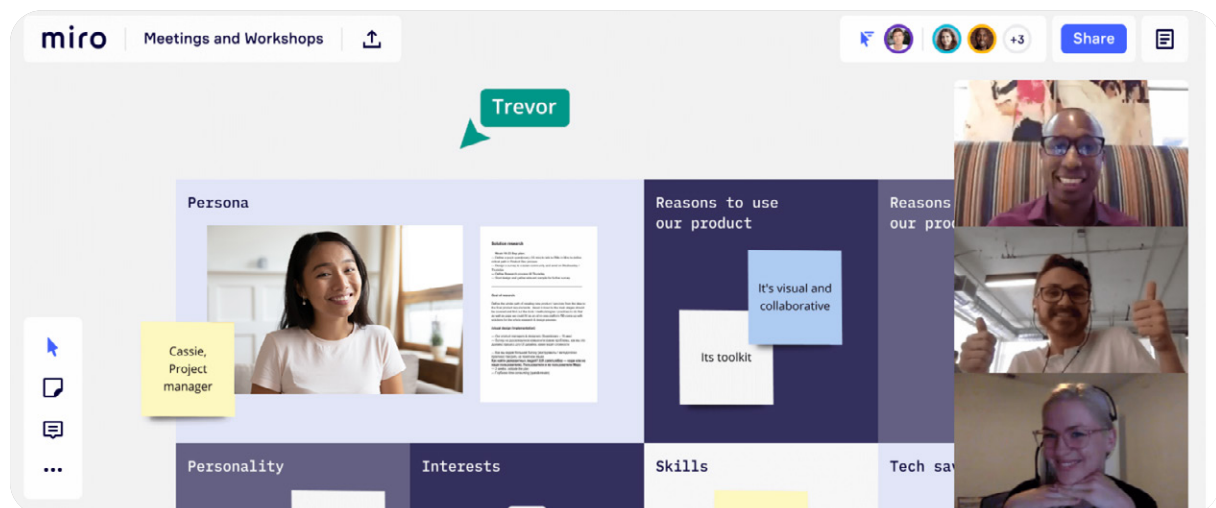


Getty Images ©

Whiteboarding

AVANTI will use Miro and Mural for whiteboarding, typically replacing flip charts, Post-it notes and a whiteboard. The software allows participants to simultaneously add text, Post-it notes of different colors on a virtual whiteboard. Participants can see in real time what their colleagues are posting on the whiteboard.

Figure 4: Visual example of a Miro board



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4.2 Voting/poll

Mentimeter is an easy-to-use software which can be used to engage participants in various ways including voting, generating a word cloud or generating a poll. In an AG-Scan workshop, Mentimeter can be used for ice-breakers, energizers, or voting for scores against LEAPS criteria.

Table 3 summarizes software recommended for AG-Scan workshops and their relative pros and cons.

Table 3: Summary of recommended software

TECHNOLOGY		
	Teams	<ul style="list-style-type: none"> • More secure than other apps such as Zoom • Works very well for plenary discussion and also group breakout discussions, and additional functions (such as Chat, file sharing and other apps) are a bonus
	Zoom	<ul style="list-style-type: none"> • More popular among institutions both in the global North and South • Includes handy facilities such as breakout rooms, meeting recording, screen sharing, Chat and Q&A space, simultaneous interpretation options
	Owl	<ul style="list-style-type: none"> • A 360° camera, speaker and mic system which provides a slicker and more engaging video conference experience • Very useful for split team and hybrid workshops, allowing remote participants to feel more present 'in the room'
	Miro	<ul style="list-style-type: none"> • Very useful when you want participants to think visually, capture and cluster ideas, and move things around on a board. For example, using virtual Post-it notes whiteboard to record reasons for ascribing particular scores to criteria under LEAPS
	Mural	<ul style="list-style-type: none"> • Quite handy when prioritizing actions for improvement • Miro is free (but the free version has limited functionality), while Mural is paid (but has a free trial). Both have similar functionality but different pros and cons, discussed in this blog
	Mentimeter	<ul style="list-style-type: none"> • Supports real-time input from remote teams with live polls, quizzes, word clouds, Q&As etc. • Ideal for ice-breakers, ensuring participation and engagement of stakeholders • Could be used for voting for scores on LEAPS criteria

4.3 Overcoming the technology barrier

The imperative for creativity and adoption of online technology has never been so strong. Yet, typically, for some age groups, types of participants and geographies will grapple with adopting technology more than others. Therefore, facilitators must anticipate, embrace, and plan on dealing patiently with workshop participants that may be less familiar/comfortable using various online software. Assisting participants to overcome the technology barrier should not end at the technology orientation stage; rather it should be seen as an ongoing process throughout the duration of the AG-Scan workshop.



4.4 Tips

TIPS

- Consider virtual drop-in sessions for introduction/ orientation to the digital technology that will be used in AG-Scan workshops.
- Send links and guidelines on how to use each technology ahead of the workshop; for example, links to Miro boards or Mentimeter. (Be sure to supply internet bundles for participants who may not have internet access.)
- Create time at the beginning of the AG-Scan workshop to orient/refresh participants on the use of various types of digital technology you will use.
- During the workshop, look out for technologically astute participants and make sure they are partnered with participants requiring more assistance in the use of technology.
- Ensure participants have access to good internet connectivity throughout the workshop. See section 4.5 on budget.

4.5 Budget

Moving workshops online require meticulous budgeting for both foreseen and unforeseen expenses. The list below summarizes typical additional expenses:

- Conferencing facilities that are large enough to allow for social distancing
 - Includes breakout rooms
 - Multiple serving points for tea and lunch breaks
 - Food servers at meal and snack points to minimize multiple handling of food
- Stationery individual conference packs to avoid sharing of stationery e.g., markers
- Budget for protective clothing such as masks
- Budget for hand sanitizers
- Internet bundles and back-up electricity in the event of load shedding-in particular for full remote AG-Scan workshops

5. Pre-workshop preparation

This section must be read alongside similar sections in the AVANTI user-guide. Here we detail pre-workshop preparations only as they relate to Covid-19 adaptations. The important difference in the Covid-19 context is the need for a wider core team in addition to the conventional team of three facilitators: Senior International Consultant (ISC), International Consultant (IC) and National Consultant (NC). We recommend broadening the facilitating team to include one expert lead for each of the LEAPS pillars to engage with and assume leadership of the AG-Scan process from pre-workshop, workshop, and post-workshop processes. Ideally this should be the same team leading the process of customization to the national context.

5.1 Identifying country, scope, and national team

Although all AG-Scan participating countries for the 2017–22 phase of AVANTI are already decided, we make provision for additional country selection in case a country is unable to participate after selection.

In addition to key criteria listed in section 3 of the user-guide, it is advisable to consider the following:

- A country that has relatively stable electricity and internet connection.
- A country that is not in complete lockdown.

We acknowledge exclusion criteria associated with the above method of country selection, but think it is a reasonable compromise in the given Covid-19 situation.

5.2 Identifying workshop participants

Because remote working demands more engagement and active participation than in person interaction, the selection of right participants cannot be overemphasized. Country teams need to prioritize key factors required for successful workshops including sector specific knowledge, knowledge of the subject matter (LEAPS) and level of seniority/influence in targeting AG-Scan workshop attendees. Key points to consider when selecting a team:

- Bear in mind that the smaller team that leads customization might end up as core facilitators so good facilitation skills/coaching will be required.
- If meeting in person, aim to recruit participants that are most knowledgeable on the LEAPS pillars – social distancing protocols may not permit huge gatherings, hence the need for optimal group size.
- It is better to plan dates based on the availability of these key participants than proceed without them.

5.3 Customizing the methodology to country context

- Given the additional training and orientation requirements (see subsection on pre-workshop training below), it is imperative for the team working on customization to convene at least a day before the workshop.
- Customization to country context must include Covid-19-related context.
- Remember to budget for this additional session.

5.4 Pre-workshop facilities, utilities, support for remote facilitation: a. Participants; b. Facilitators

Pre-workshop training of facilitators

This is an additional step to assist facilitators in preparing fully for remote/blended working.

We recommend that the team leading the customization process undergoes training on health and safety, good facilitation skills, use of AG-Scan workshop technology,

Table 4: Pre-workshop training

HEALTH AND SAFETY
<ul style="list-style-type: none">• Covid-19-guidelines, symptoms check and consent.• Nation’s Covid-19 guidelines Insert link for relevant country
FACILITATION
Tips on good facilitation Insert link
TECHNOLOGY
<ul style="list-style-type: none">• Orientation on the use of technology for video conferencing (Teams/Zoom), Virtual whiteboard (Miro/Mural) and voting or polling (Mentimeter)• Dry-run of AG-Scan sessions• FAQ for each technology See AVANTI user-guide for: Customization Self-assessment Prioritization Action planning

6. Self-assessment process

In this and subsequent sections we illustrate hypothetical approaches to conducting the self-assessment workshop, exploring possible options for workshop configuration, team participation, format and technology.

6.1 Team orientation

To ensure all team member are abreast with Covid-19 adaptations, facilitators are mandated to take participants through an orientation process similar to that outlined in [Table 4](#) above on health and safety and technology:

TIPS

- Communicate the format of the workshop virtual/ blended approaches and make provision for Q&A.
- Plan for time to orient participants on the use of the technology/software you decide to adopt.
- Take advantage of more technologically astute participants and encourage them to assist their counterparts.

6.2 Two to four-day workshop

See [Table 5](#) for steps involved in an Ag-Scan process and options to consider for a remote/ blended approach.

Table 5: Steps involved in AG-Scan process

STEPS INVOLVED IN THE AG-SCAN PROCESS	TEAM	FORMAT	TECH
<p>Step 1: Plenary self-assessment of one pillar</p> <ul style="list-style-type: none"> • The ISC takes the whole group through self-assessment of the subcomponent on commitment • A volunteer reads each of the descriptors aloud • Participants discuss in small groups and agree on the score for this subcomponent • In turns, group members share their scores and justification on a Miro board • Through open discussions, all participants reach consensus on the score and justification • Participants are given the opportunity to seek clarification and ask questions about scoring and justification • If there is no consensus on a particular score, participants agree on a range; for example, the score is between 1 and 2 	<p>Fully remote or hybrid partly remote</p>	<p>Synchronous</p>	<p>Shared screen Miro Group breakouts</p>

STEPS INVOLVED IN THE AG-SCAN PROCESS	TEAM	FORMAT	TECH
<p>Step 2: Self-assessment of pillars/sub-pillars in groups</p> <ul style="list-style-type: none"> Depending on knowledge and expertise, participants form subgroups; e.g. group on planning, group on budgeting, group on statistics Group members self-assess and record their main points on virtual Post-it notes One member leads the discussion while another volunteer takes notes At the end of the session, members present their agreed ranking and justification for each subcomponent of LEAPS on the Miro board During plenary, the rest of the group responds to their ranking and justification, leading to agreement or revision of scores and justification 	Split teams/ hybrid partly remote	Synchronous	Miro board Group break outs
<p>Step 3: Prioritizing strengths and areas of improvement</p> <ul style="list-style-type: none"> The ISC leads a session of analysis of the main themes coming out of the first self-assessment exercise Participants agree on main issues and sub-issues The session ends with a list of two-three main areas requiring improvement and two-three areas that are working well and can potentially be shared with external audiences for each pillar 	Hybrid partly remote	Synchronous	Shared screen for joint analysis Mentimeter for ranking and prioritization
<p>Step 4: Synthesis</p> <ul style="list-style-type: none"> The core team and Government Contact Person (GCP)/group that led the customization process sits down and analyses the findings from all groups The core team summarizes key themes, recurring topics and critical areas for potential intervention 	Hybrid partly remote/ fully remote	Synchronous	Shared screen Miro board
<p>Step 5: Consolidating priorities</p> <ul style="list-style-type: none"> In plenary, the ISC highlights common themes from all group presentations, for example using color coding to circle recurring themes on the groups' flipcharts. These could be limited capacity, lack of coordination, limited human resources, lack of financial resources The group also reflects on some points which may not necessarily recur but are major barriers to RBM and measuring SDGs 	Hybrid partly remote/ fully remote	Synchronous	Shared screen Miro board Mentimeter for prioritization



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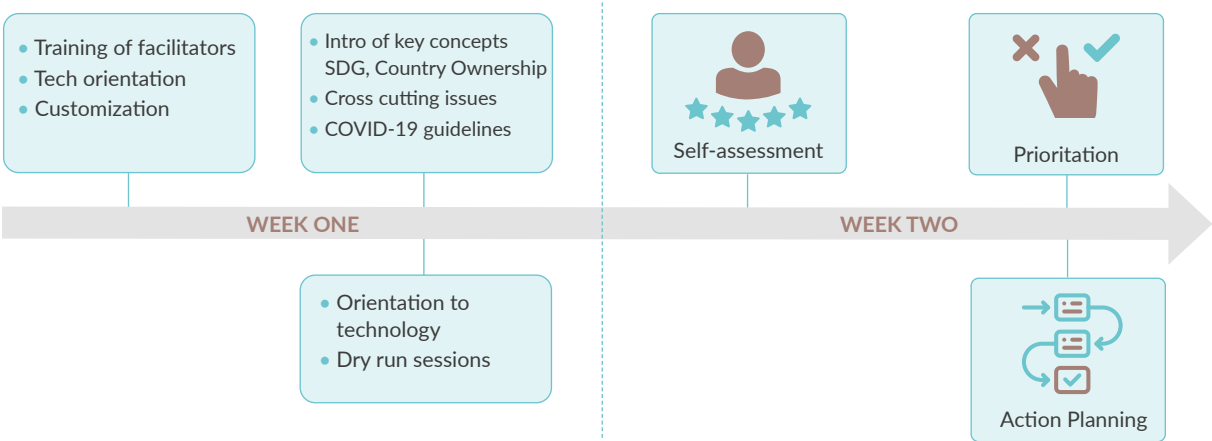
Split teams can agree to meet when there is provision for small groups of people to meet in person following approved protocols

6.3 Workshop spread over two weeks

An alternative to a two to four-day process is spreading the AG-Scan workshop over a period of two weeks. See a hypothetical illustration in Figure 5 below. This approach potentially affords the team greater flexibility as it fits well with an asynchronous format.

Figure 5: AG-Scan workshop spread over two weeks

AG-Scan workshop spread over two weeks





Getty Images ©

7. Top tips

7.1 Ten ways to get the most out of the AG-Scan workshop



1. Test out Zoom features before your first session

How are your Zoom skills? You need to be able mute/unmute, turn your camera off/on, Raise Hand (and lower it) and Chat. If you're a presenter, you also need to be able to share your screen. We recommend you do a test meeting using the device you plan to use during the workshop and explore. Just click on <https://zoom.us/test>

While you're at it, check your screen name and, if necessary, change it to First name / Last name (organization) by clicking on Participants, hovering over your name with your mouse, clicking on More... and selecting Rename.

There is an excellent and detailed guide for Zoom participants here <https://documents.cap.org/documents/zoom-meeting-attendee-quick-start-guide.pdf>



2. Be prepared

All background reading and presentations will be available prior to the AG-Scan workshop. These include

- Country context analysis
- AVANTI user-guide
- AVANTI brochure

We recommend you download background documents and read them in advance, noting any questions you may have for AG-Scan facilitators. The AVANTI user-guide and brochure are available on the website and all country-specific documentation is stored in individual Google Drive folders or Pamoja extranet space which you can access by clicking here.



3. Join early (at least 5 minutes before a session starts)

It takes a minute or two to sign into Zoom and join a meeting and then you will be placed in the virtual Waiting Room before we bring you into the meeting room. We will start all sessions promptly and would hate for you to miss a second. As a bonus, if you join the plenary sessions early, you can enjoy watching videos of previous AG-Scans while you wait for the session to formally begin.

How do I find the link for my session?

There are only three links to follow, which will be shared by your facilitators:

- The main workshop session
- Groupwork sessions
- Link to the Miro board



4. Sign into your Zoom account before clicking on a session link

If you have a Zoom account, you will get the best experience from Zoom if you are signed in before you join a session. Your webcam will be turned off most of the time but if you are signed into your Zoom account and have added a photo to your profile, we'll see that as well as your name.

What if I am not allowed to download the Zoom app and have to join from a browser?

If your organization will not let you download the Zoom app and so you can only join Zoom by clicking on the 'Join From Browser' link, then please use the following browsers: Chrome, Firefox, Edge or Safari. Please **DO NOT** use Internet Explorer when using the 'Join From Browser' option.



5. Use a name we will recognize

To keep our meetings secure, we're using a Waiting Room which means that when you join a session you will see a welcome message and we will get a notification that you are waiting to join the meeting room. We will have the list of people who have registered so if you are prompted to enter a screen name when joining a session, please use something that will help us recognize you, such as your full name and organization – mine will be Ethel Sibanda (Itad). If you have to do a test meeting then you can check your name, rename yourself if necessary, and save it for future meetings (see Tip #1).



6. Shhh ... mute your microphone unless you are speaking

Background noise is the number one complaint people have about online meetings. We will keep you muted most of the time but if we ask you to unmute (for breakout groups, to ask a question or for a presentation), please mute your microphone as soon as you have finished speaking. Even if you are silent, an unmuted microphone still sends audio data so you can improve everybody's connection by keeping your microphone off. A quick way to turn your microphone on and off is to press ALT+A or hold down the spacebar to speak, when muted.

Try to join the Learning Event from a quiet location (or wear a headset) so that when your microphone is on, we can hear you clearly.

If you and your colleagues are physically together in a shared office and joining the same Learning Event session, please use just one computer to access the session. This saves bandwidth and avoids feedback and echoes.



7. Start with your webcam off

Your webcam should be off when you join each session but if not, please turn it off. We will ask presenters to briefly turn their webcams on during the introduction section of a session but as a rule, all webcams will be off.



8. Do everything you can to save bandwidth

There are many things you can do to improve your connection including, joining from a single computer if you are in a group, turning off any non-essential applications that use the internet (Skype, backups, etc.), position yourself near to the router. You can find more advice here <https://services.dartmouth.edu/TDClient/1806/Portal/KB/ArticleDet?ID=101952>



9. Use the Chat

We'll be using Chat to gather questions from the audience during sessions, but we encourage you to share your observations and ideas with each other using it too. Click on the Chat icon on the toolbar in a Zoom meeting and you can send messages to Everyone (preferably), or to send a private message, choose a specific person on the drop-down list. Chat is also useful if you are having any technical issues that you want to bring to the attention of the session facilitators.



10. Have fun and look after yourself

Zoom has some fun features you can play with. Have you discovered Virtual Backgrounds for when the webcam is on? <https://support.zoom.us/hc/en-us/articles/210707503-Virtual-Background> You can download a new one from here <https://zoom.us/virtual-backgrounds> During sessions you can use Reactions (on the toolbar) to let the speaker know how you feel <https://support.zoom.us/hc/en-us/articles/360038311212-Meeting-reactions>

Online events can be exhausting. The workshop facilitators will be strict about timekeeping to make sure that we keep the scheduled breaks (they will need them too!). Please use these breaks if you can to leave your screen, walk around the room, refill your coffee mug, get some fresh air...



8. Extra advice for presenters

This remote way of working can be strange, there will be some bumpy moments during the workshop—screens that won't share, unplanned power cuts, interruptions from parcel couriers, pets or family members in the middle of presentations, etc.

Don't worry if things go wrong. The facilitator for your session has back-up plans (and a back-up facilitator!). Here are a few things you can do to help your presentation go smoothly:

Have the Zoom links in a place that is easy to find.

There are only three Zoom links:

- Opening and Closing plenary sessions all use this link <https://zoom.us/j/99125133271>
- Track 1 elective sessions all use this link <https://zoom.us/s/96272852608>
- Track 2 elective sessions all use this link <https://zoom.us/j/93021528697>

Have any presentation material open and ready to present and close all other non-essential windows and applications before the session starts. This will make it easier to find your presentation when you click on Share Screen.

Have a printed copy of your presentation with any speaker notes to hand. You will not be able to see your speaker notes on a PowerPoint presentation while you are presenting it.

Practice sharing your screen and presenting your presentation using a test meeting <https://zoom.us/test>

If presenting something that uses sound, make sure you tick Share computer sound, when sharing your screen <https://support.zoom.us/hc/en-us/articles/201362643-Sharing-computer-sound-during-screen-sharing>

Have a back-up plan. Will a colleague be joining the session who could present on your behalf if you drop out of the meeting? Email them a copy of your presentation. Could you join on a smartphone if your computer won't connect? Do you know how to join Zoom by phone only if needed? https://support.zoom.us/hc/en-us/articles/201362663-Joining-a-meeting-by-phone#h_bed3d657-6064-4c52-8cc7-42eff6315e4f

9. Annex 1: COVID-19 declaration form

I _____ (Name) can confirm that

1. I have not had a continuous cough in the last 7 days
2. I have not had a fever in the last 7 days
3. I have not been in contact with anyone who is known to have tested positive for COVID-19 in the last 7 days
4. I will wear a face mask throughout the duration of the workshop

Signature _____

Date _____

Further information

Contact info@avantiagriculture.org

e: info@avantiagriculture.org
w: avantiagriculture.org

