

Terms of Reference for the AG-Scan Country Team

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Background of the initiative AVANTI and the AG-Scan process

The IFAD-funded grant “AVANTI - *Advancing Knowledge for Agricultural Impact*” involves the adaptation of an existing tool (CAP-Scan) to the agriculture and rural development sector (AG-Scan) that will be used to analyse countries’ ability to measure results against Sustainable Development Goals (SDGs) and prioritize actions for improvement. The process is conducted by representatives from Ministries of Agriculture and other related Ministries in up to 20 IFAD borrowing countries. It entails the assessment of in country **Results Based Management (RBM) capacities**, identification of strengths and gaps and development of action plans for **strengthening SDG M&E**. Application of this tool is itself a capacity development exercise as ‘the Direct Target Group’ - the national agriculture ministries and other key stakeholders for national rural development - will through facilitated self-assessment deepen their understanding of challenges, success factors and open questions around RBM and M&E of SDGs.

AVANTI is set to enable Governments and development partners in countries to measure, track progress, and consume evidence for decision making against rural development indicators to achieve the SDGs. AVANTI sets up **country AG-Scan teams**, composed by one responsible Country AG-Scan Team Leader (TL), one Associate Consultant (AC) supporting and reporting the process and one In-Country Expert (ICE), who will work closely with senior government officials to achieve buy-in, promote participation and ensure ownership of the AG-Scan process and products.

The country AG-Scan team establishes a good relationship with IFAD-country representatives (CPM, PCO) and governmental key staff (GCP) and liaises with the AVANTI coordination group (the Core Team) and with IFAD through the liaison officer in Rome and through regular updates, reports, and coordination calls.

The six Ag-scan steps



Who *Approximate indicative maximum working days per country AG-Scan*

<i>Step</i>	1	2	3	4	5	6	7	8	Total
<i>TL</i>	1	1	2	2	5	5	3	1	20
<i>AC</i>	1	1	3	4	5	5	4	2	25
<i>ICE</i>	0	0	6	7	5	5	6	1	30

Country AG-Scan Team Leader (TL)

Key Relationships

The Country AG-Scan Team Leader (TL) is responsible for guiding an AG-Scan country team to analyze the national context of the rural development sector, to promote AVANTI together with IFAD's representatives in the country and ensure engagement of national key actors, to prepare customized tools of the methodology and facilitate a participatory self-assessment workshop. Moreover, he is responsible to brokering concrete actions and accompany the elaboration of a national Action Plan for improving RBM and SDG M&E.

Success in this role requires close collaboration with key players including the Government Coordination Person (GCP), In-Country Expert (ICE), Associate Consultant (AC), national level Government officials and other relevant stakeholders as well as the liaison officer and overall project coordination. Strong leadership and constant communication with the Core Team is essential to ensure consistency in key messages and enabling ownership by stakeholders. The ISC will work closely with the GCP to ensure that relevant senior government officials receive adequate and timely information about AVANTI to ensure buy-in, participation and ownership of the AG-Scan process and products.

Profile and specific role of the TL

The Country AG-Scan Team Leader (TL) will guide the team and have overall responsibility of the country level AG-Scan process and budget. The TL takes responsibility for the delivery of required outputs. He or she motivates key stakeholders and target groups to engage in the process. Strong leadership, excellent diplomatic communication skills with senior govt. persons and transparent reporting (online platform, regular calls, monthly and final reports) toward the implementer's Core Team is essential to ensure a smooth process and ensure ownership of stakeholders.

The TL will on the one hand work in close collaboration with IFAD's CPM and CPO and the GCP to ensure successful implementation of the workshop and delivery of the AVANTI outputs and on the other hand guide and support the National Consultant and International Consultant. The TL has a contract for the duration of around 4-6 months and a total of approximately 20 workdays.

Tasks and responsibilities

The Country AG-Scan Team Leader, the overall lead of the AG-Scan process, is responsible for product delivery in their focus country/countries. He/she must define and scope with IFAD the overall strategy to roll out the process, key stakeholders that should be engaged and overall timing and crafting of the AG-Scan process. He/she is also responsible for the budget and reporting.

The TL will oversee and support the In-Country Expert in scheduling interviews with stakeholders, compiling relevant data/information required for the context analysis as well promoting AVANTI and communicating the objectives of the AG-Scan in a way that builds trust, ownership and motivation among stakeholders.

The TL will design the workshop, review and assure quality of products, including the outputs of social reporting, and work of the International Consultant in recording necessary accurate and comprehensive information in the AG-Scan context analysis, Journal, Portrait and Action Plan.

He/she:

- Promotes AVANTI and ensures buy-in of key stakeholders with the support of the In-Country Expert and IFAD CPM and CPO
- Sets up and briefs the country AG-Scan Team, provides coaching to In-Country Expert and Associate Consultant as needed and reviews and quality-assures their work
- Coordinates (with Associate Consultant and In-Country Expert) context analysis, ongoing liaison with government, IFAD and other counterparts, and AG-Scan workshop support
- Customizes the tools and methods of the AG-Scan to the national context
- Ensures social reporting, either by the Country Team or by an external service provider
- Designs and facilitates the self-assessment workshop
- Assures elaboration of the Action Plan and liaises with IFAD and other counterparts on possible financial support for the Action Plan
- Elaborates Final Reports and debriefs
- Monitors the AG-Scan country budget and reports on AG-Scan progress and incidents
- Is in close contact with the Core Team Lead.

Associate Consultant (AC)

Key Relationships

The Associate Consultant (AC) will support logistics and recording of all workshop proceedings in the AG-Scan workshop. He/she reports to the Country AG-Scan Team Leader (TL) and will assist the TL and the In-Country Expert (ICE) and support tasks as necessary to contribute to a smooth AG-Scan overall process. The AC is in constant exchange with the TL and the ICE. During the workshop, the AC will be the main rapporteur and assure documenting and sharing of key discussions and main take-aways.

Specific roles of the Associate Consultant

Under the supervision of the TL, the AC will ensure all workshop material required to the workshop is available and ensure diligence in recording necessary accurate and comprehensive information in the AG-Scan Journal, Portrait and Action Plan. He/she will also handle other logistical arrangements such as paying of participants per diems and transport fees. The ICE will support the AC to ensure workshop materials are sourced locally. The TL has a contract for the duration of around 4-6 months and a total of approximately 25 workdays.

Tasks and responsibilities

The Associate Consultant will provide support to the In-Country Expert and Country AG-Scan Team Leader throughout the AG-Scan process. He/she will work in close collaboration with the TL and ICE to:

- Support pre- AG-Scan formalities and logistics
- Ensure and provide main information, templates, and promotional material to the GCP and Core Team, such as power points, invitation letters, AVANTI brochures etc.
- Support collection of relevant documentation and drafting of context analysis
- Ensure timely provision of information on the AG-Scan process and outcomes (updating the extranet platform Pamoja; minutes of coordination meetings; reports; Knowledge products)

- Support customization of the matrix and other tools to the country context
- Ensure diligence in recording and documenting during the AG-Scan workshop (Profile, Journal, social reporting)
- Co-facilitate AG-Scan workshop
- Support in the identification of Knowledge Products, “champions”, and development of the Action Plan

In-Country Expert (ICE)

Key Relationships

The In-Country Expert (ICE) plays a central role to the success of this project. He or she has a certain gravitas and is well-respected within the government. He or she will coordinate and move forward the AG-Scan in-country process. The ICE is a self-driven and motivated communicator. He or she is identified through the Government Coordination Person, the IFAD Focal Person or through the networks of implementing parties. The ICE will have a contract with either of the implementing organizations.

Specific roles of the In-Country Expert

Success in this role requires close collaboration with national key players including the Government Coordinating Person (GCP), national level Government officials and other relevant stakeholders. The In-Country Expert will work closely with senior government officials to establish buy-in, participation and ownership of the AG-Scan process and products.

The ICE will assist the GCP in scheduling interviews with stakeholders, compiling relevant data and information required for the context analysis as well promoting AVANTI and communicating the objectives of the AG-Scan in a way that builds trust, ownership, and motivation among stakeholders.

The ICE will be the focal person in organizing the AG-Scan workshops, communicating workshop objectives, and liaising with the GCP to help manage expectations and encourage transparency throughout the process. He or she will assist the implementation of the workshop.

The ICE will support the Associate Consultant in recording necessary accurate and comprehensive information in the AG-Scan Journal, Portrait and Report and assist the elaboration of the Action Plan. The ICE has a contract for the duration of around 3-4 months and a total of approximately 30 workdays

Tasks and responsibilities

The In-Country Expert will provide support to the Country AG-Scan Team Leader and Associate Consultant throughout the AG-Scan process. He/she will work in close collaboration with the TL and AC to:

- Link up with relevant senior level staff within Ministry of Agriculture and associated ministries to assure buy-in
- Coordinate meetings and organize interviews with key informants and stakeholder engaged in the process
- Actively present and promote importance of RBM and advantages of AVANTI within relevant ministries and government units/agencies

- Pro-actively move the in-country process forward and be in constant exchange with GCP and IFAD focal point
- Collect policies, strategic documents relevant data (SDGs, RBM, national priorities, etc.)
- Customize AG-Scan matrix to the national context
- Organize workshop logistics (venue, invitations, material, communication ...)
- Prepare documents and co-facilitate AG-Scan workshops
- Support the post-workshop activities until the finalization of the Action Plan

The In-Country Expert is expected to perform other related duties including resolution of emerging conflict in consultation with the TL, contributing to financial and narrative reporting and responding to queries by Government counterparts where applicable.

Timing, availability and miscellaneous

Prior experience shows that interest for AG-Scans from countries can come up relatively quickly and demand an intense involvement in a short period of time. It is left to the discretion of the ICE to juggle with possible other ongoing engagements to be able to deliver high quality results in the framework of AVANTI. The national consultant can charge a maximum of agreed working days and is asked to keep a diary about the tasks and the time invested. It is recommended that the ICE allocates two thirds of the working time to the preparation and implementation of the workshop and the remaining third to the post-workshop and Action Planning phase. Any tension fields regarding the execution of the tasks and others shall immediately be communicated to the TL.

The role of the ICE commences at the time he/she is identified and co-opted into the role which should ideally be more than a month prior to the commencement of the AG-Scan process. The actual AG-Scan process which begins with crafting of the individual country AG-Scan process and finalizes with the publication of the Action Plan is planned to take a period of ten to fourteen weeks, but this will vary with country context.

Government Coordination Person (GCP)

Key Relationships

The Government Coordination Person (GCP) who will convene and coordinate national government officials is central to the success of this project. He or she will accompany and promote the AG-Scan process. The GCP must have gravitas to establish initial contact with key senior government officials, to promote AVANTI in relevant government circles and to achieve buy-in and ownership by stakeholders throughout the process. The GCP is appointed by IFAD and the leading Ministry.

Specific roles of the GCP

The Government Coordination Person will work closely with senior government officials to establish buy-in, participation, and ownership of the AG-Scan process and products. He/she will probably present the Action Plan to senior officials for implementation and follow-up. He or she acts as a door-opener for the AVANTI initiative and promotes the initiative within the relevant ministries and indicates (appoints) qualified staff for minor tasks that are identified during the AVANTI process (e.g., facilitators for group work, external speakers, assistants for workshop logistics).

The GCP will work in close collaboration with the In-Country Expert and IFAD national Focal Point (CPO) to scope the exercise and manage expectations, identify and invite participant as well communicate the objectives of the AG-Scan in a way that encourages transparency throughout the process, builds trust and ownership and motivates government representatives and other national stakeholders to engage in AVANTI.

This position is not paid.