

# AVANTI

Advancing Knowledge  
for Agricultural Impact



## Self-assessment of Samoa's Agriculture sector's capacities of reporting and tracking progress against the SDGs

Apia, 5 – 7 February 2019

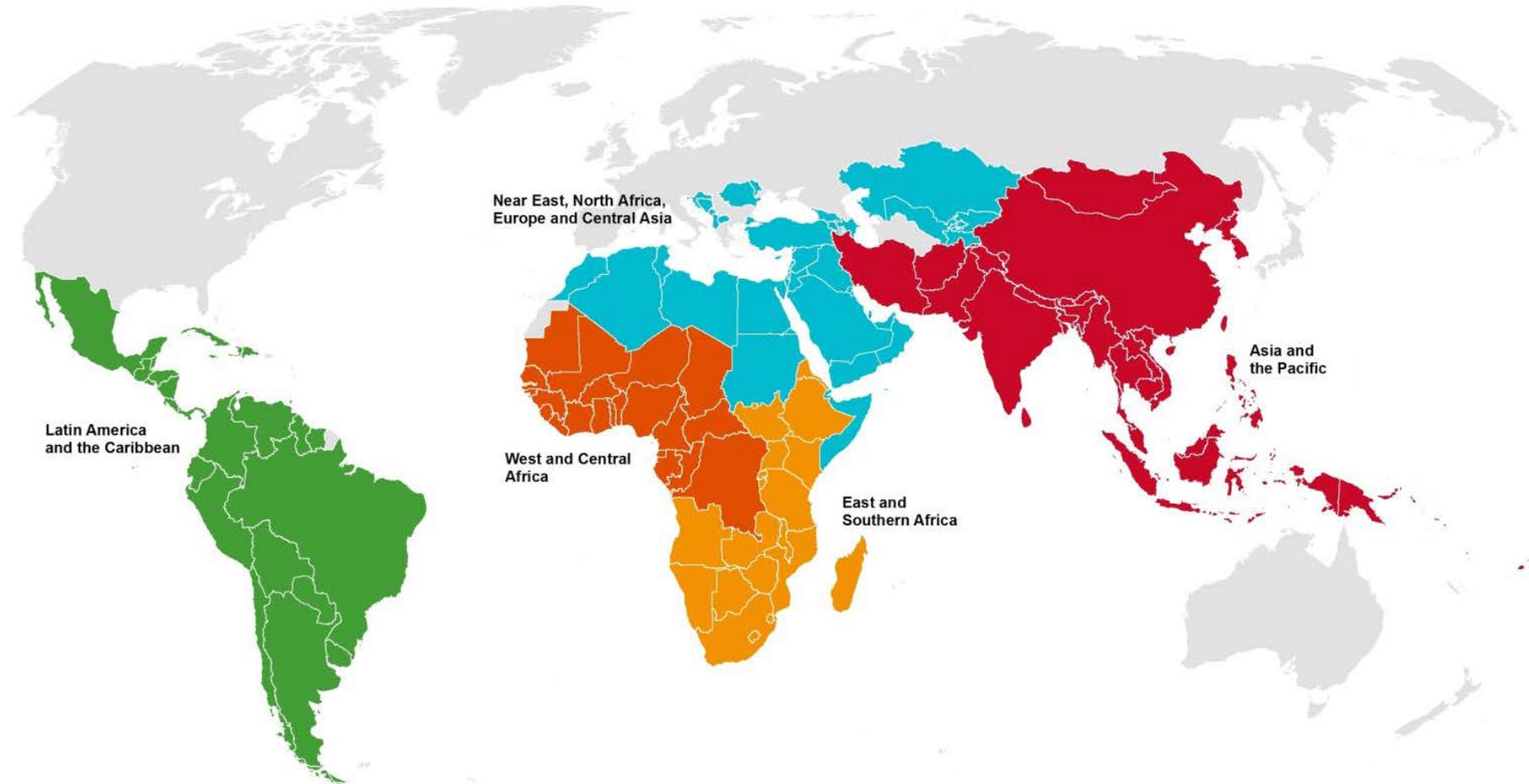


[www.avantiagriculture.org](http://www.avantiagriculture.org)

# GoS & IFAD commitment to the Sustainable Development Goals (SDGs)



# A global initiative



# What is AVANTI?

- AVANTI seeks to **strengthen Ag sector capacities** to report against SDGs through monitoring, evaluation and learning;
- The initiative's objective is to facilitate better **government decision making** for rural policies and strategies;
- The initiative supports governments in assessing and improving their institutional capacities to implement **Results Based Management (RBM)**



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



**Strengthened Results  
Based Management  
capacities are vital in  
achieving the  
Sustainable  
Development Goals.**

# AVANTI partners

AVANTI is steered by MAF in collaboration with



Investing in rural people

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



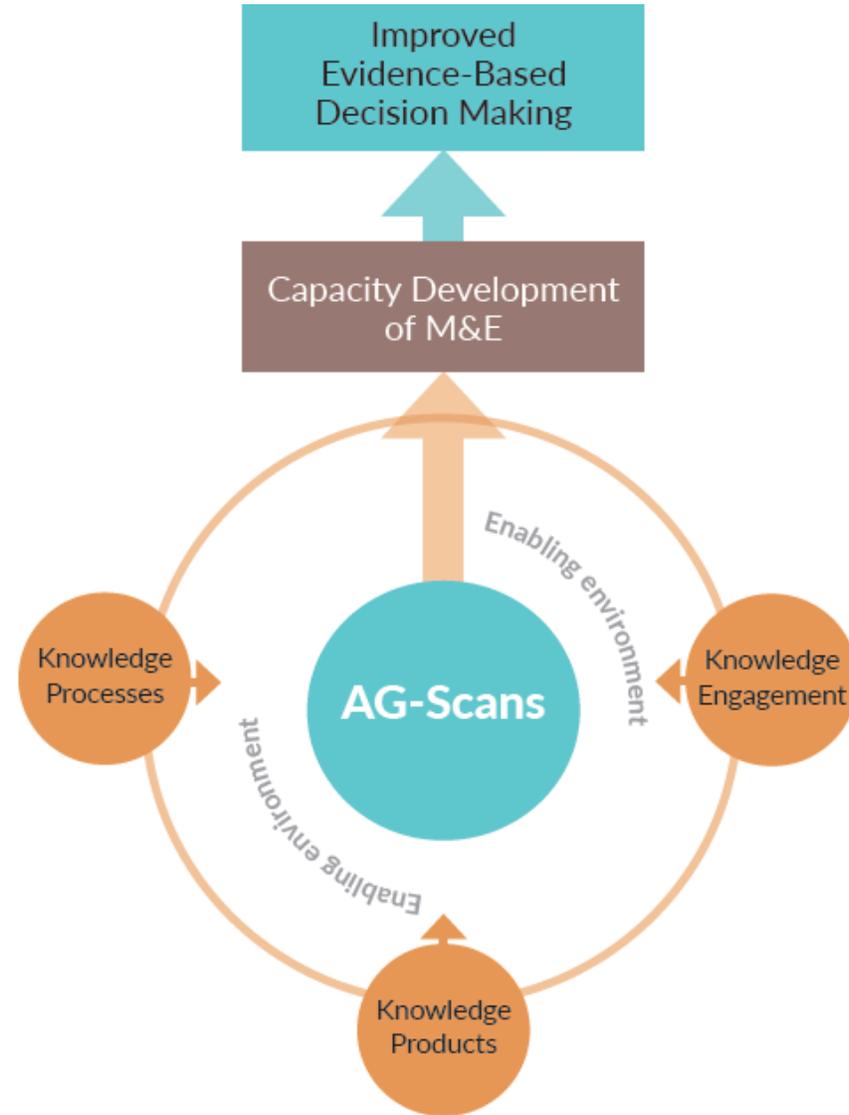
A learning-oriented INGO focused on poverty reduction of Disadvantaged Groups.



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

# How AVANTI works

- Through AG-Scan, participants assess their own capacities and come up with joint locally-driven solutions.



# Key elements of AVANTI

## Country ownership

- Each participating ministry and institution owns the process.
- Supported in assessing their RBM related capacities
- Supported in adoption of locally-owned action plans

## Knowledge

- Participants learn and reflect together
- Connect with each other
- Share their work with a global audience

# AVANTI by 2021

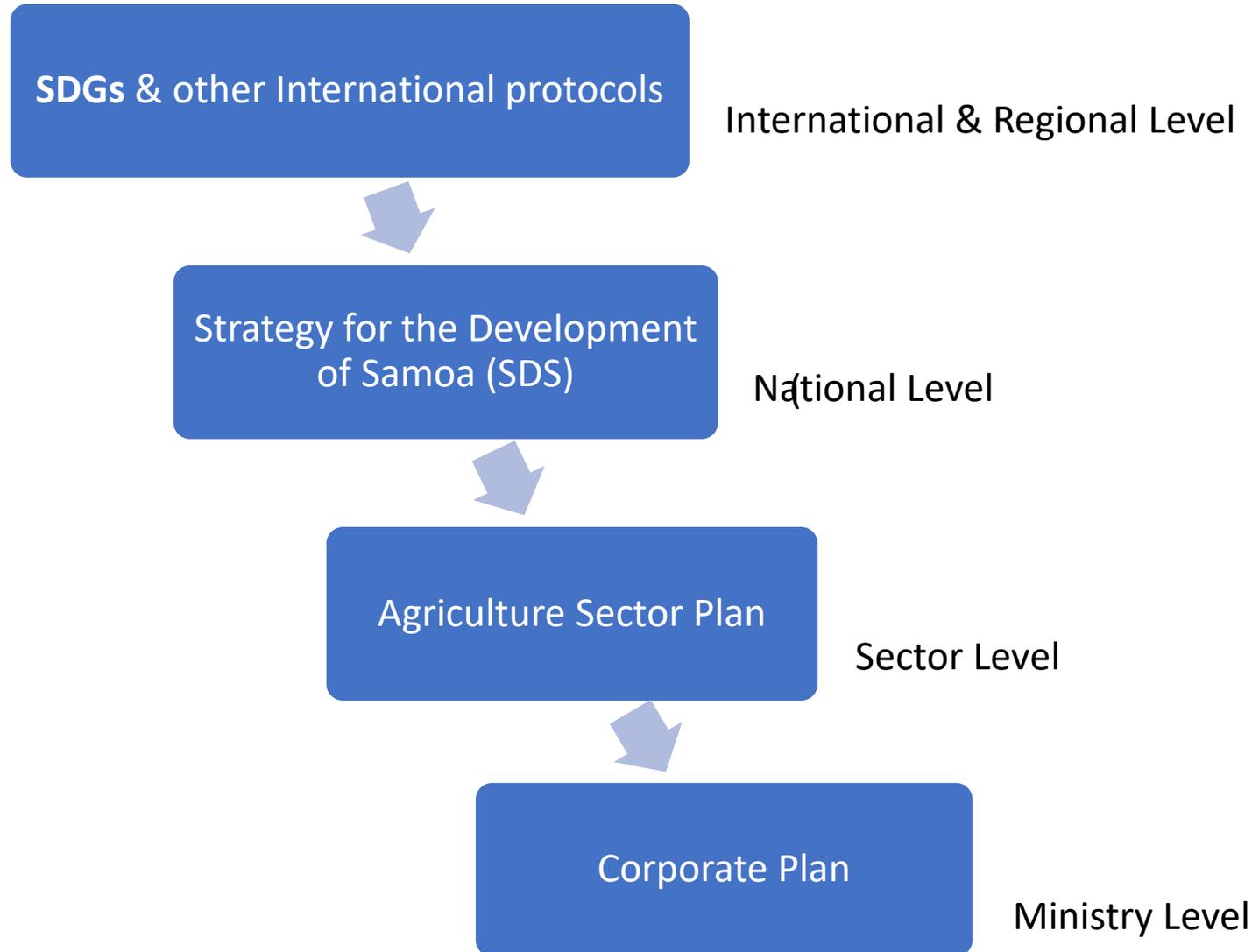
- Up to 16 countries will have undertaken an AG-Scan self-assessment and developed a subsequent action plan
- Up to 16 countries develop a follow up strategy to implement the action plans
- More governments and multilateral development banks recognize the usefulness of RBM for rural policy and programme development, and use it to identify common areas to invest in.

# Agriculture Sector

## Introduction to AG-Scan, Samoa 2019

### Rationale & Process overview

# Why AVANTI in Samoa?



# Why AVANTI in Samoa?

The **Strategy for the Development of Samoa 2016 - 2020** aims at:

➤ Priority Area 1. Economic

- Key Outcome 1: Macroeconomic Resilience Increased and Sustained
- **Key Outcome 2: Agriculture and Fisheries Productivity Increased**
- **Key Outcome 3: Export Products Increased**
- **Key Outcome 4: Tourism Development and Performance Improved**
- **Key Outcome 5: Participation of Private Sector in Development Enhanced**

# Why AVANTI in Samoa?

The Samoa Agriculture Sector Plan 2016 - 2020 in Samoa aims at:

- ***Sector coordination improved and investment in food security and inclusive commercial agriculture/fisheries production systems increased (ESPO 1)***
- An increased supply and consumption of competitively priced domestically produced food ***(ESPO 2)***
- A sustained increase in production, productivity, product quality, value adding and marketing of agriculture and fisheries products ***(ESPO 3)***
- Sustainable agricultural and fisheries resource management practices in place and climate resilience and disaster relief efforts strengthened ***(ESPO 4)***

# Why AVANTI in Samoa?

- Samoa Government, all Sectors incl. MAF, commitment in improving capacities for **results based management** and evidence-based decision making
  - ❖ ASP Vol. 2  
Presents matrices which detail the **outcome maps, costed action plans** and **monitoring framework** for the ASP 4 Strategic policy objectives.
  - ❖ Mid-term review of Samoa Agriculture Sector Plan (ASP), 2019

# Why AVANTI in Samoa?

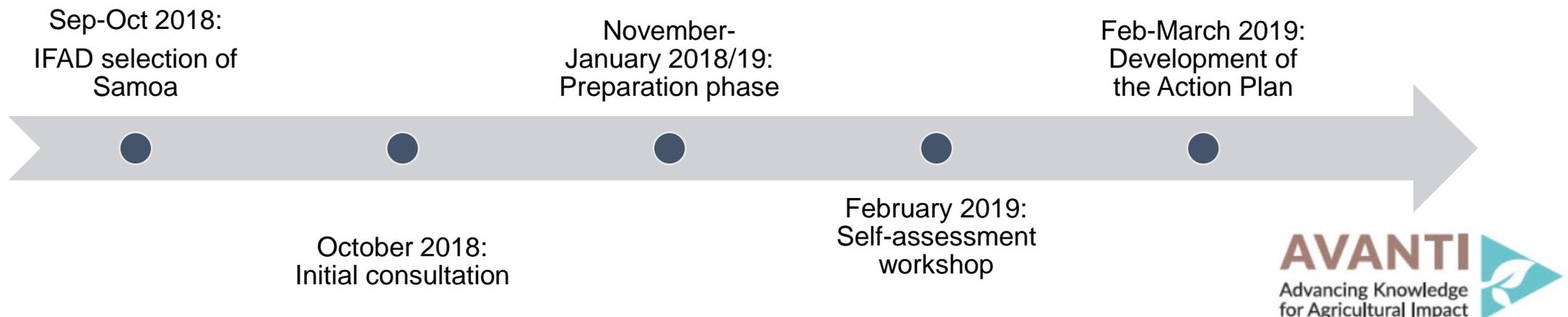
- Other existing strategic and results framework:
  - Strategy for the Development of Samoa (2016/17 – 2019/2020)
  - Strategy for the Development of Agriculture Statistics (2017-2020)
    - ❖ Sector Planning Manual for Samoa (2015 Edition)
    - ❖ Samoa Monitoring Evaluation Reporting Framework Manual for Sector Planning
- AVANTI AG scan focusses on RBM - are we basing **decisions** on what we know? (ESPO 1)
- It is **NOT** about self-assessing progress towards achieving agriculture productions ESPOs (2-4)
  - ❖ It is **OUTCOME Based** not **OUTPUT Based**.

# Origins of the AG-Scan tool

- Originally CAP-Scan, (Capacity Scan tool)
- OECD/DAC Joint Venture support to implement results-based management approaches
- CAP-Scan modeled on successful organizational capacity self-assessment tools applied across multiple sectors
- Now adapted to the Agriculture Sector by IFAD as a tool for member country governments counterparts

# How is the process?

- Led by the Samoa Ministry of Agriculture and Fisheries (MAF)
- **Participative process** with key actors of the sector with the following stages:
  - **Pre-consultation round**: identifies actors, processes and key documentation
  - Adapt the "AG-Scan" **tool** to the reality of the country
  - **Participatory workshop** applying AG-Scan for the self-assessment of M&E institutional capacities
  - **Action Plan**: prioritizes actions to improve the M&E system
  - Identification and exchange of **good examples** at regional / global level



# Self-assessment workshop programme

## Day 1: date

- Explanations of the IFAD AVANTI programme and the AG-Scan methodology
- Self-assessment with the AG-Scan matrix in 5 groups

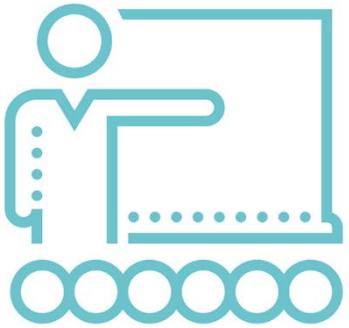
## Day 2: date (time)

- Self-assessment presentations from 5 groups
- Plenary reflection and validation of AG scan scores

## Day 3: date (time)

- Prioritization for action
- Identification of actions
- Preparation and presentation of the Action Plan
- Commitments and next steps
- Evaluation, handover of certificates and closing of the workshop

# Objectives: Self-Assessment Workshop



- Create a platform for country led and -owned self-assessment
- Nurture a culture of managing for development while applying key principles for RBM;
- Develop an Action Plan based on country driven self-assessment

# Plenary Reflection

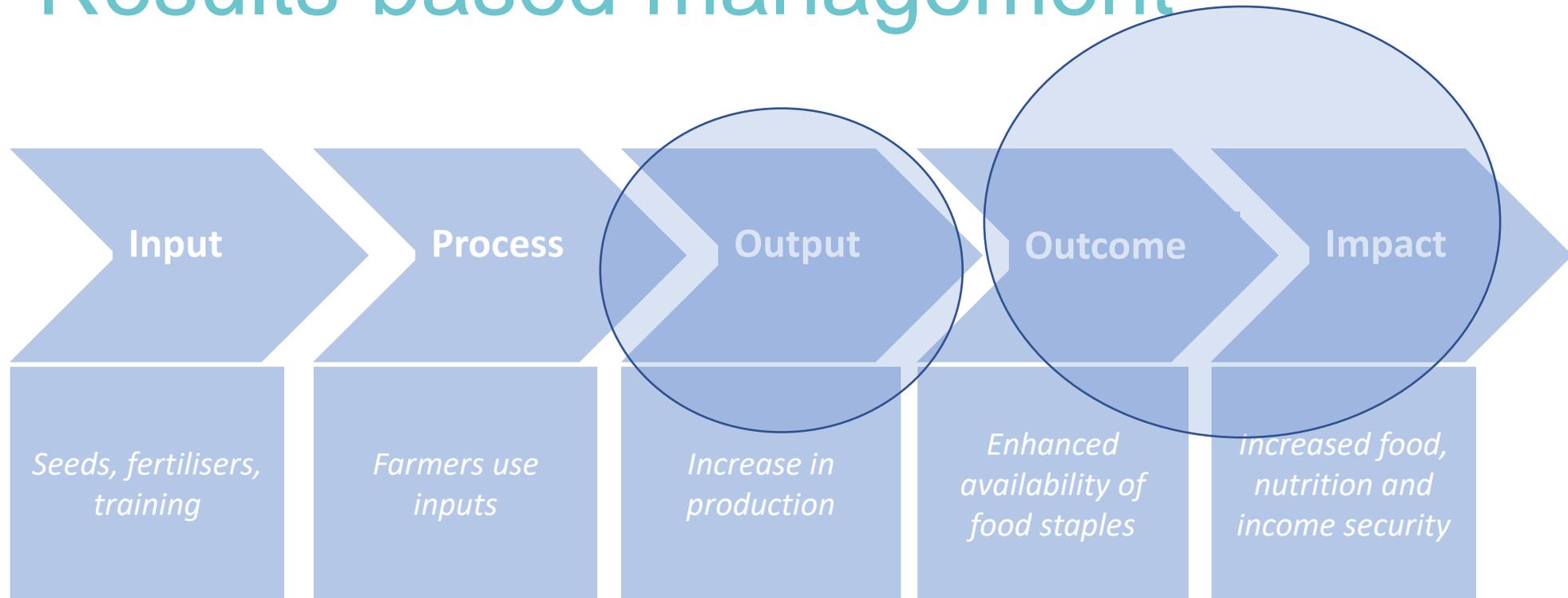
What do we understand by Results Based Management?

How does RBM differ from previous approaches to measuring progress and results?

# Results-based management

“RBM is a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (**outcomes and higher level goals or impact**)”

# Results-based management



These are shorter-term results!

These are longer-term results!

# AG-Scan supports the Government to...

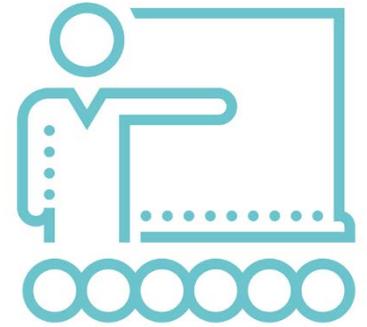
- Assess its own strengths and gaps in AG-Scan
- Consider synergies among 5 LEAPS pillars
- Map a prioritized plan for improvement of RBM in Ag sector
- Measure progress against the plan
- Communicate with potential donors
- Track improvement in AG-Scan practices, if done regularly

# AG-Scan LEAPS pillars



# Concrete products by end of week

- Prioritized AG-Scan Capacity Improvement **Action Plan**
- AG-Scan **Journal**: Systematic record of discussions and conclusions



# Documentation of the event

- The event is documented through **photos, filming** of key moments and **interviews** with participants
  - All the material will feed a short **video** that will show the atmosphere and the evolution of the workshop
- 4 Rapporteurs** will:
- capture the group discussions; and
  - Consultants will compile and share the documentation

# End of session

## **Post-lunch group compositions:**

Group 1: Leadership & Accountability:

Group 2: Evaluation & Monitoring

Group 3: Planning & Budgeting:

Group 4: Statistics:

# Practical

How does *AG-Scan* work?

# Matrix excerpt

RBM Pillars Components	Criteria for Each Progressive Stage				SDG	Other
	Awareness	Exploration	Transition	Full Implementation	Targets / Indicators	Evidence / Sources
<b>LEADERSHIP</b>						
<b>Commitment</b> (Are sector leaders actively working for RBM?)	<i>Senior sector management asserts importance of RBM. But no concrete initiatives have been initiated.</i>	<i>A small number of managers in sector agencies investigate RBM tools and apply them sporadically. But, initiative is not consistent, nor mandated.</i>	<i>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.</i>	<i>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.</i>		
<b>Results inform policy</b> (Do policy decisions reflect performance towards SDG targets?)	<i>Although leaders claim that evidence should be integrated into policy processes – reliable data are not collected or used.</i>	<i>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.</i>	<i>A thorough array of results-based data-grounded decision- and policy-making support systems are installed in some units. Data are clearly linked to SDG targets and indicators. Leadership emphasizes the importance of such systems and indicates that they should be harmonized and used universally.</i>	<i>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.</i>		

## AG-Scan Implementation Stage

There's Always Room to Improve

Awareness

Exploration

Transition

Full Implementation

# Column descriptors

## Awareness

The organization is **aware of, but not committed to, the principles and practices of results-based management (RBM)**. People in the organization recognize that what they have been doing is inadequate and that there must be a better way of proceeding. Managers may express a broad commitment to RBM, but their statements lack conviction. This state can involve a sense of fear, guilt and unhappiness with past performance. It can also lead to attempts to place blame, as organizational stakeholders who believe in the value of RBM become frustrated with parts of the organization that are not taking steps to introduce RBM-related practices.

## Exploring

The organization has made a **commitment to the principles and practices of RBM and is exploring different approaches**. People are picking up on new ideas from a variety of sources. The exploration may take the form of learning groups, benchmarking studies and/or pilot projects. One problem is that people may interpret RBM principles, practices and terminology differently. Another is that they may have a simplistic view of what is a complex set of practices. Nevertheless, enough people across the organization have a sense of the benefits of RBM to want to develop it further in the organization.

# Column descriptors

## Transition

The organization has **begun to make the transition from previous approaches to results-based management.** There are centrally-managed and resourced processes for making the transition. There is a critical mass of people in the organization who support RBM principles and are adopting the RBM practices and moving away from previous, less effective practices. Hard decisions may be taken about what to keep and what to discard in terms of RBM practices.

## Full Implementation

The organization **fully implements RBM in all important areas.** Resources are allocated, and plans are designed to support new practices, not to maintain old and outdated ones. Groups across the organization understand and work collaboratively with the new practices. Any critiques are about the way to implement RBM rather than about the principles behind it.

# AG-Scan Implementation Stage

## AG-Scan Pillars

Leadership

Evaluation & Monitoring

Accountability & Partners

Planning & Budgeting

Statistics



# Data collection, management and analysis overview

MfDR Pillars Components	Criteria For Each Progressive Stage				SDG	Other
	Awareness	Exploration	Transition	Full Implementation	Targets / Indicators	Evidence / Sources
<b>LEADERSHIP</b>						
<b>Commitment</b>	Senior sector management asserts importance of MfDR. But no concrete initiatives have been initiated.	A small number of managers in sector agencies investigate MfDR tools, and apply them sporadically. But, initiative is not consistent, nor mandated.	Full commitment across sectoral agencies to MfDR. New MfDR practices are systematically adopted. Most, but not all, staff, support initiative and most, but not all units practice MfDR.	All units practice comprehensive and systematic MfDR systems. Staff report benefits outweigh costs of MfDR. Organization is learning how to use, and continuously adapt MfDR.		CPMT
<b>Results inform policy</b>	Although leaders claim that evidence should be integrated into policy processes – reliable data are not collected or used.	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.	A thorough array of results-based data-grounded decision- and policy-making support systems are installed in some units. Data are clearly linked to SDG targets and indicators. Leadership emphasizes the importance of such systems and indicates that they should be harmonized and used universally.	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.	SDG Goals 1, 2, 5, 6, 8, 12, 13, 14, 15	PRS or sector strategy documents with references at least to SDG Goals 1&2 and ideally Goals 5, 6, 8, 12, 13, 14, 15
<b>Public policy consultation</b>	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.	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's participation is not systematic.	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.	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.		CPMT; RSP Assessment A(ii); D(ii)

## Ag-Scan Journal

Scanning subject: Gov. of Ghana, Date: 30/05/2018

MfDR Pillar	Dimension	Raw Score	Raw Score	Change Over Time	Comments
Leadership	Commitment	2.00	3.00	1.00	Most government leadership appreciate the importance of MfDR. Many MfDR systems and tools are being applied. But, significant numbers of staff have yet to fully embrace MfDR.
	Results inform policy	3.00	3.00	0.00	No change
	Public policy consultation	1.00	2.00	1.00	Rural organisations are consulted on sectoral issues, but this is not always translated into action.
	Learning	4.00	4.00	0.00	No change
Average		2.5	3	0.25	

Awareness    Exploration    Transition    Full implementation



# Self-assessment guidance for EACH pillar/group

- Looking at the dimensions under each pillar - reflect and discuss the statements
- The prescribed statements are only there to guide you in assessing the situation and deciding the score
- You are allowed to change the statement so it fits better to the situation in Samoa
- You are allowed to introduce a completely new dimension for the pillars – and then **justify** the relevant assessment score
- Agree and justify **why** you choose a particular statement (score)
- During discussion, be concrete and **provide examples** when discussing the score
- Take note of any suggested actions that you may want to remember for the action planning day (3)



# Designated groups

- 4 groups
- Each group – choose ONE moderator, and ONE secretary
- Each group will have a Rappateur – they will take notes of discussions (they are NOT a participant)

# Recording decisions

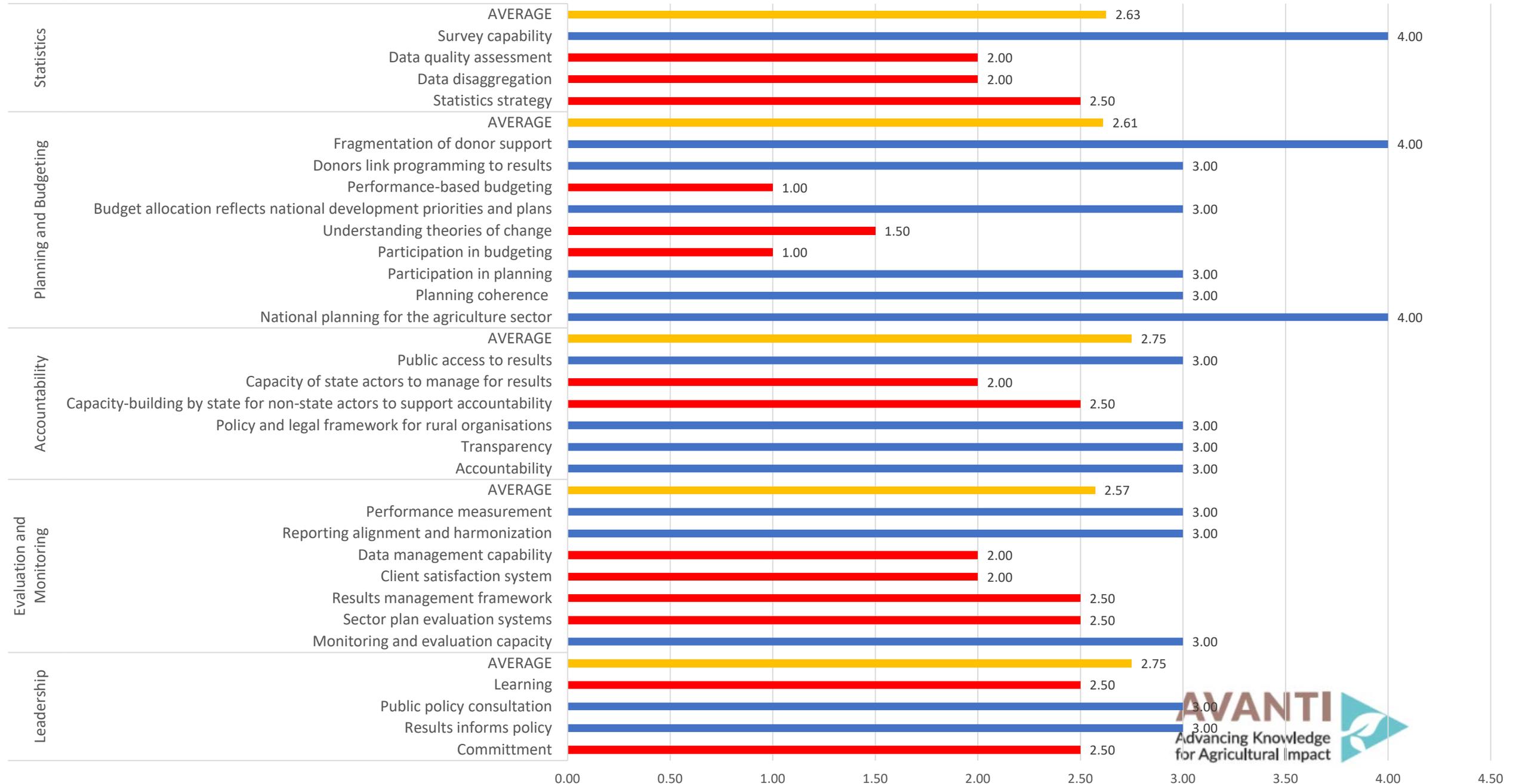
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<b>Learning</b>	Senior managers in the sector are aware of the need to learn from experience and develop a capacity to cope with changes, but there are few structures or resources to enable this to develop.	Some parts of the sector have initiated programmes to learn and have allocated resources. These are not yet widespread.	MfDR 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.	Virtually throughout the sector MfDR learning systems are well established. Policy, planning and budgeting make use of lessons from experience and are used routinely to adjust programming.		

## Ag-Scan Journal

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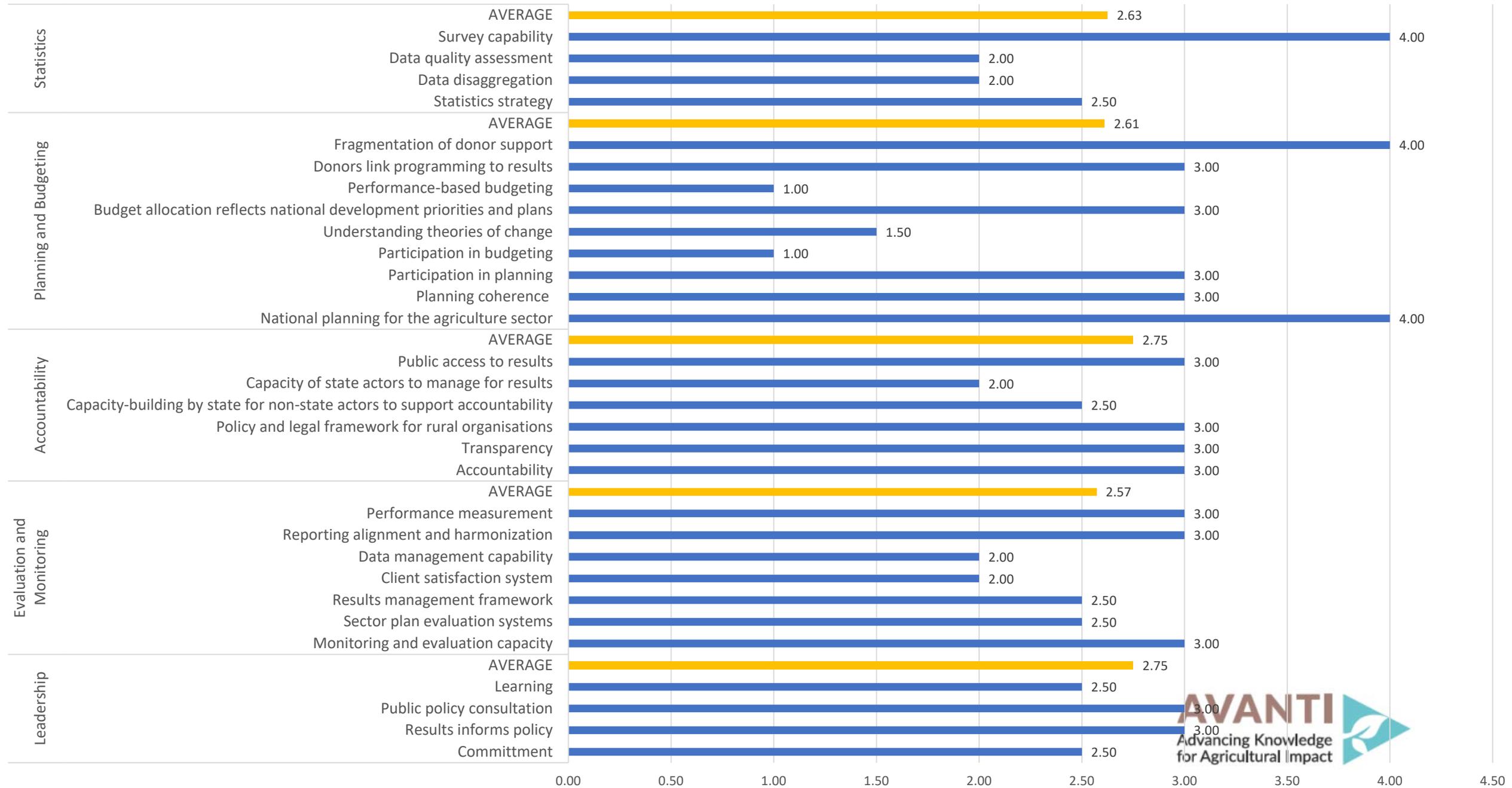
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# Ag-Scan Profile: All Dimensions ≤ 2.5



# Prioritisation of Needs

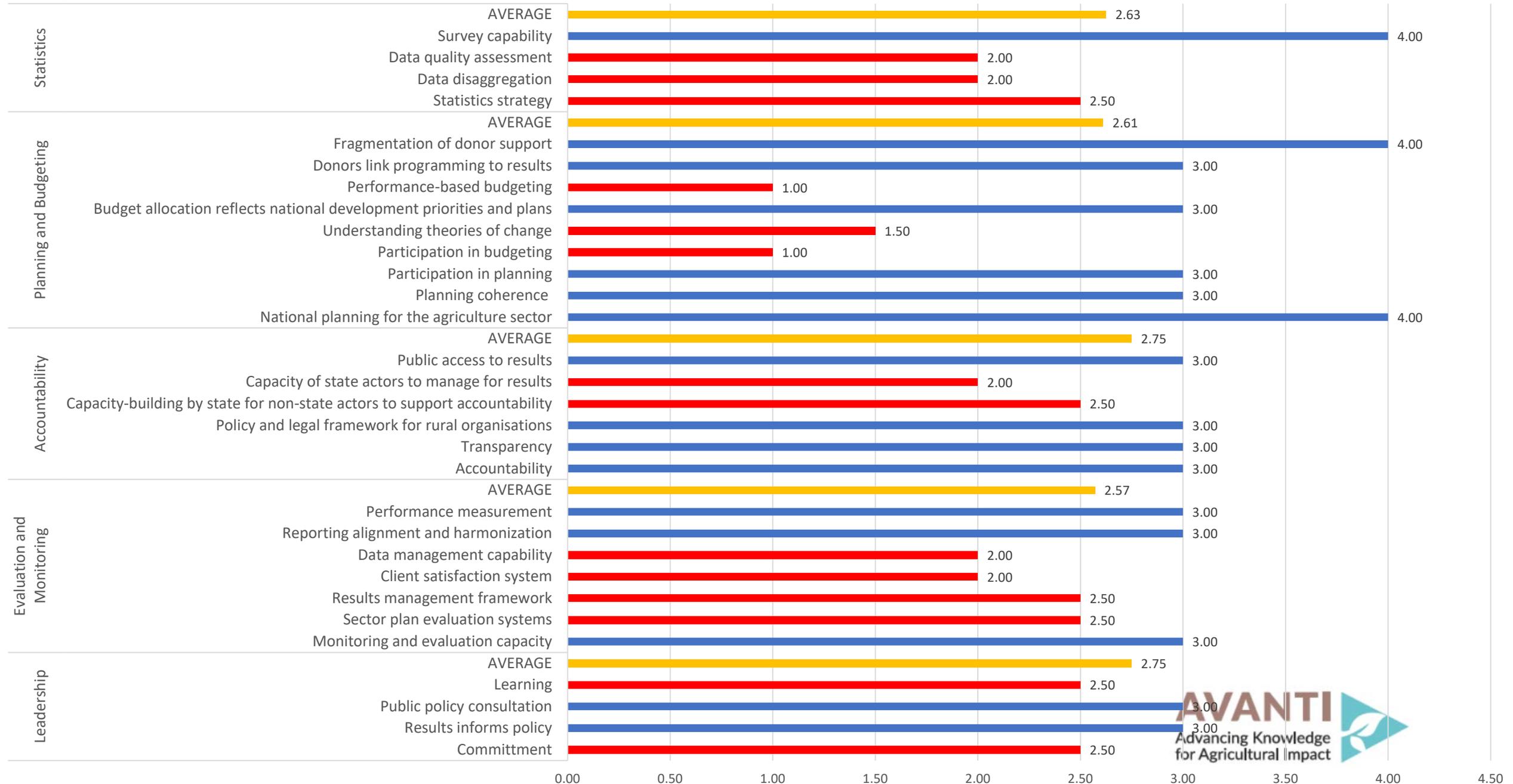
# Ag-Scan Profile



# Option 1 Priority dimensions $\leq 2.5$

- 14 dimensions w. score  $\leq 2.5$
- Dimensions well spread out across LEAPS pillars
  - Leadership – 2
  - Evaluation & monitoring 4
  - Accountability - 2
  - Planning & Budgeting - 3
  - Statistics - 3

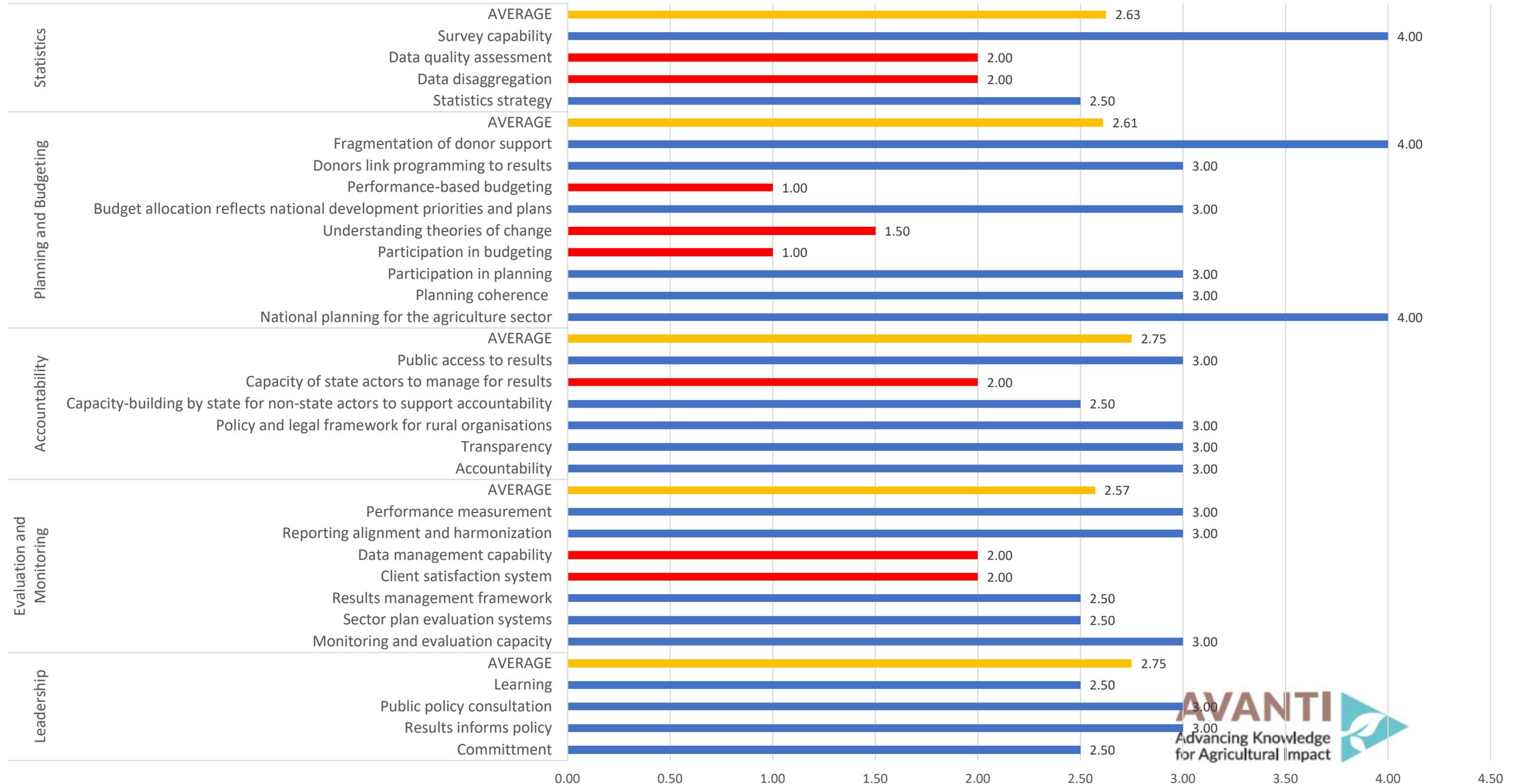
# Ag-Scan Profile: All Dimensions ≤ 2.5



# Option 1 Priority dimensions $\leq 2.0$

- 8 dimensions w. score  $\leq 2.0$
- Dimensions reasonably spread out across LEAPS pillars
  - Leadership – 0
  - Evaluation & Monitoring - 2
  - Accountability - 1
  - Planning & Budgeting - 3
  - Statistics - 2

# Ag-Scan Profile: All Dimensions ≤ 2



# Action Planning

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**Capacity Improvement Result 1: [Enter priority capacity result improvement desired]**

Performance Indicator(s):

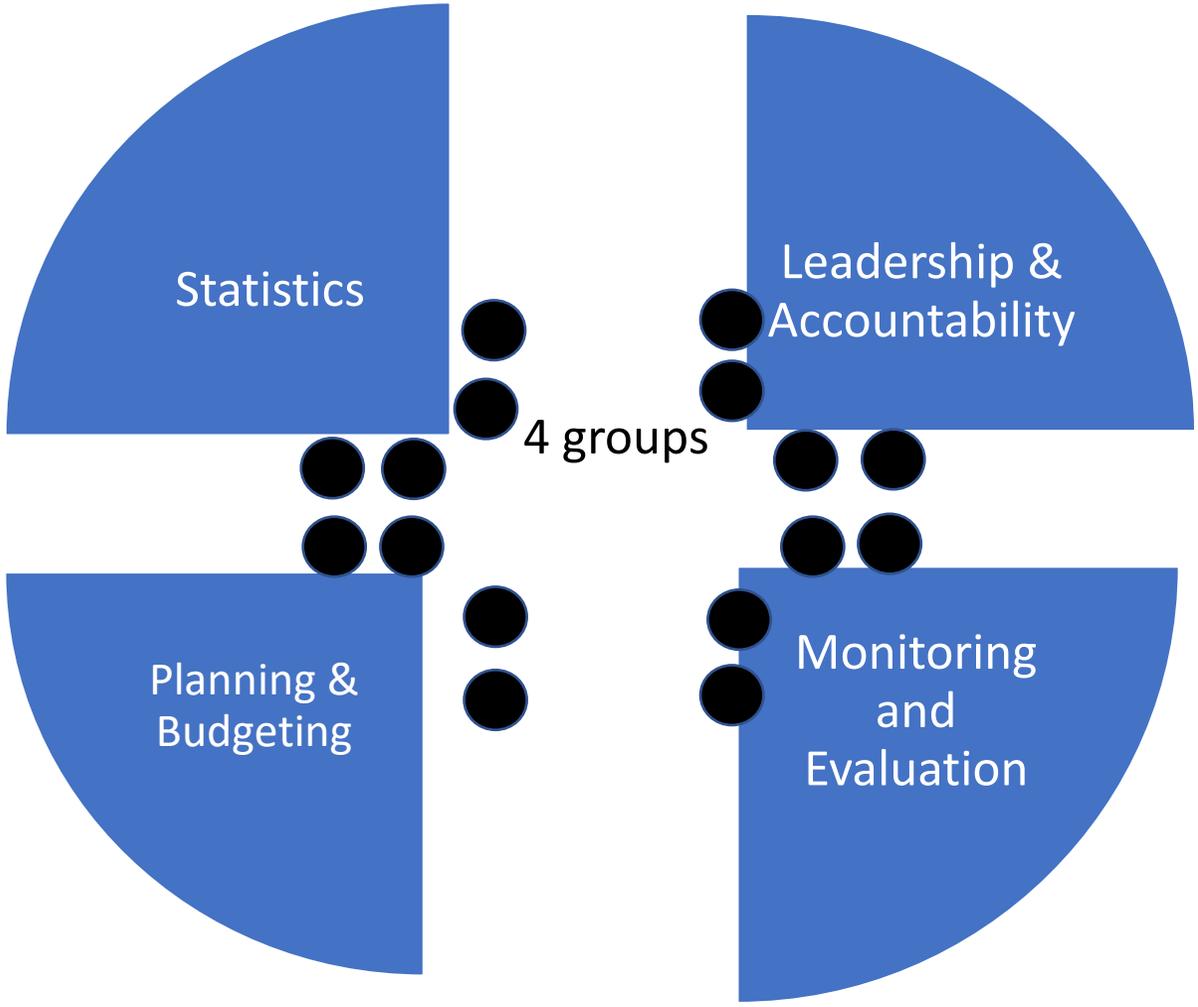
<i>Activities</i>	Resources needed	Sources	Completion date	Person Responsible
1.				
2.				
3.				
4.				
5.				

**Capacity Improvement Result 2: [Enter priority capacity result improvement desired]**

Performance Indicator(s):

# Guidance points

- Activities: what are the activities needed? – be explicit and be practical (ideas are great but what can we practically do?)
- Resources: could be financial, human resources, further training (again by explicit)
- Sources: where will the resources come from?
- Completion date: what is the timeframe (2 weeks? 3 months? 6 months? 1 year? 3 years!?) – is this realistic?
- Person responsible: who be responsible to make the activity happen? (who is the custodian?)



# Designated groups

- 4 groups
- One SCRIBE – to note down the action points.
- Present back after the group work



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