

Report of the Ghana AG-Scan



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Dr Abdulkareem Lawal
Dr Fabiola Lopez-Gomez
Dr William Kodwiw

Contents

Executive Summary	4
Background	4
Findings from the AG-Scan self-assessments	4
Lessons learned.....	5
Conclusions and way forward	6
Section 1: Introduction	7
1.1. The Republic of Ghana	7
1.2. Ghana Rural Development Policy	8
1.3. Ghana’s Development Challenges	9
Quality and volume of Ghana’s Public Expenditure in Agriculture.....	9
Degradation of natural resource due to persistent poverty.....	9
Low levels of productivity in the agricultural sector.....	9
Low access to markets	10
1.4. Role of Agriculture	10
1.5. SDGs in Ghana.....	11
Section 2: The AG-Scan Process.....	14
2.1. Promotional Visit	14
2.2. The AG-Scan Workshop	14
The adaptation meeting.....	14
The AG-Scan Workshop	15
Leadership.....	18
Evaluation and Monitoring	19
Accountability and Partners.....	20
Planning and Budgeting	22
Statistics	23
Prioritisation of Capacity Gaps.....	24
Workshop Evaluation.....	25
Section 3: Action Planning and Conclusion.....	26
3.1. Action Planning	26
3.2. Lessons Learned and Conclusions.....	33
Lessons learned.....	33
Conclusions and way forward	34
Annexes.....	35
Annex 1: Participants’ List.....	35

Annex 2. SDGs reporting status 36

Annex 3: Status of the SDGs linked to the rural development objectives..... 37

Annex 4: Take Away from Sessions..... 39

Annex 4: Responses to the workshop evaluation questions 40

Executive Summary

Background

The International Fund for Agricultural Development (IFAD) is funding the Advancing Knowledge for Agricultural Impact (AVANTI) initiative, which provides a country-specific tool called AG-Scan. The Ag-Scan is a facilitated process for an in-depth reflection around the agricultural and rural development sectors' capacities for Results Based Management (RBM); and to measure the sectors' achievements against the SDGs. This in turn provides information to enable the generation of a strategic document leading to the development of work plans and the roll out of a programme of reforms in the sector.

Findings from the AG-Scan self-assessments

The AG-Scan self-assessment was held from 27 – 28 November 2019. The process adopted workshop style approach and explored five broad areas – Leadership, Evaluation and Monitoring, Accountability and Partners, Planning and Budgeting, and Statistics. Each broad area is scored on a scale of 4 (1-awareness of the issue; 2-exploring the issue; 3-transition towards full implementation; 4-full implementation).



Leadership was scored 2.75 out of 4. The assessment result showed that sector leaders have been trained and adopting the use of RBM. Leaders also speak about SDG related policies which must be formulated for evidence-based decision making. Senior managers in the sector are aware of the need to learn from experiences and develop their capacities. There are mechanisms for non-state actors to participate in policy formulation, for example the Agricultural Sector Working Group and the Joint Sector Reviews. Major **weakness** is the limited knowledge on RBM outside the leadership cadre. There are plans by MoFA to integrate RBM training across all levels.



Evaluation and monitoring, was scored 2.71 out of 4. The assessments result showed that the sector has sufficient number of M&E staff to perform M&E functions within the institutions, and there has been progress in putting RBM into practice, through the support of the Modernising Agriculture in Ghana (MAG) project funded by the Canadian International Development Agency. The government is committed to measuring progress against virtually all aspects of sector plans and there are clear linkages to the SDG targets. The NDPC has developed a standardised reporting format for all MDAs, and MoFA has developed a standard template and reporting format for sector programme areas. Some of the departments within the sector are able to collect, manage and report on relevant management data. However, most data collected for some indicators are incomplete and timing delayed. Performance measurement systems are operational within the sector, and some units systematically collect performance data to inform decision making. Major **weakness** is the lack of automated data collection system or an M&E database system in MoFA. There are however plans underway to have these in place.

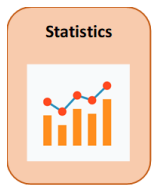


Accountability and partners, was scored 2.42 out of 4. The assessment result showed that there are platforms and other means through which key sector officials account to stakeholders, for example the annual joint sector reviews and town hall meetings at the regional and district levels. There are other platforms where plans, budgets and results are publicly made available, for example the budget deliberation in parliament and the publication or posting of annual work plan and budget on the MoFA Website. Although there is no concrete or standardised (generic) legislative instrument to guide the operations of farmer groups, non-state actors such as rural organisations do have the level

of capacity and skills to interact over government programmes, such as through the Research Extension Linkage Committees (RELC) at the Regional and District planning sessions. There is a conscious effort to get stakeholders at the grassroots to be aware of key results through the mass media – radio, TV and mobile vans. Major **weaknesses** include a backlog of key staff especially at the district level whose knowledge of RBM is still lacking, and the seeming technical language of communicating budget information to stakeholders. There plans to integrate RBM training across all levels, and to package information on budget in simple language for other key stakeholder to understand and have easy access.



Planning and budgeting, was scored 2.56 out of 4. The assessment result showed that there is a national plan in place, with a section of the plan focussing on investment for food and jobs. The agriculture sector also has a Medium-Term Development Plan (MTDP). However, implementation timeliness is much contingent on availability and release of funds to undertake planned activities. As part of the MTDP development processes, MDAs engage local actors and there is evidence of community participation in planning and budgeting. Leaders now see the relevance of RBM which has become a central theme for program implementation and there in some internal training of staff to implement RBM but not enough on a national scale. Major **weakness** is the use of historical cost budgeting which limits performance measurement. There are plans to focus on using performance-based budgeting going forward.



Statistics was scored 3 out of 4. The assessment results showed that There is a Strategic Plan for Agriculture and Rural Statistics (SPARS) 2017 – 2021, and it is being implemented. The Statistical Service Act (2019) provides the legal and regulatory framework for the production and dissemination of national statistics. Data is disaggregated in line with the 'No one should be left behind' principle. Disaggregation is based on localities (Regions and districts; and rural/urban), sex, crop types; while and e-registration of farmers is currently on-going. There is some generic data quality assessment under implementation and the government has adopted international standards in the production of agricultural statistics. Major **weakness** is that a comprehensive framework for Ghana is yet to be implemented, and limited disaggregation of administrative data. There are plans to mainstream gender and other inclusion dimension into administrative data collection templates of ministries, departments and agencies.

Lessons learned

Three critical and interrelated lessons came out of the workshop and are highlighted below.

1. *Facilitation is important in ensuring participants are not defensive*

Engaging with stakeholders in a self-assessment process, as well as influencing government behaviour, can be a challenging and politically charged process. This is because of the perception of being evaluated or assessed. Managing these expectations require adept facilitation, as well as deep, up-to-date, local knowledge, credibility, the ability to work iteratively and to get timings right. This was achieved with the mix of the skills of the consultants' team – bringing international experience and the in-depth local contextual knowledge and experience of the national consultant.

2. *Harnessing the latent capacity in RBM.*

The Modernizing Agriculture in Ghana (MAG) programme has helped in building capacity within MoFA, on RBM, its importance and use. At the beginning of the workshop, some of the participants were thus, a bit sceptical about the value added of the AVANTI self-assessments. Having a core team with whom the consultant team had interacted during the adaptation meeting was very

helpful. The consultant team had espoused the critical issues around RBM and SDG reporting in Ghana as part of the adaptation meeting. This equipped the core team with the relevant issues to be discussed during the group sessions, especially around the application of the RBM knowledge and skills that already existed in MoFA. The consultant team also honed in on this, and focussed the discussions on the need to harness the existing skills into practice.

3. IFAD participation provided contextual knowledge and added legitimacy to the process.

The Country Programme Officer and resident consultant with IFAD attended all sessions beginning from the adaptation, to the AG-Scan workshop itself, and the action planning session afterwards. The presence of these IFAD staff not only helped in providing additional contextual clarifications to many issues, it also helped to add legitimacy to the process.

Conclusions and way forward

The AG-Scan workshop provided the opportunity for stakeholders to take stock of the critical issues concerning M&E and SDGs using the RBM lenses while also situating these within the agriculture sector. There are success factors in place in Ghana, for RBM and AG-Scan follow up process, especially with the existence of the Ministry of M&E and the collaborative work between MoFA, NPDC, the Ministry of Finance and the Statistics agency.

The follow-up to the action planning will be critical and the core team is well equipped and capable of taking on the task of further developing the action plan and look for ways of mobilising it. It helps that the IFAD country office was part of all of the processes. The draft action plan derived at the end of the workshop is still in early stages; it needs to be costed and mechanisms put in place to ensure that it aligns with government processes, especially in terms of funding. The IFAD country office is well placed to help explore the support of other development partners given their convening power within the agriculture sector.

It is suggested that early in 2020, the core team under the auspices of MoFA and IFAD, should take another look at the draft action plan. The aim should be to streamline the activities with the existing plans of MoFA, so as to determine areas that are being implemented already as part of existing MoFA processes. The next step should then be a robust costing exercise for the remaining aspects, and to determine the funding sources. A corresponding implementation plan should then be derived after agreeing on funding sources.

Section 1: Introduction

1.1. The Republic of Ghana

The Republic of Ghana is located along the Gulf of Guinea and Atlantic Ocean and sits in Central West Africa bordering Burkina Faso in the north, Ivory Coast in the west, and Togo in the east. It spans a land mass of 238,533 km² (92,099 sq. miles). Ghana means ‘Warrior King’ in the Soninke language. Ghana's population of approximately 30 million and comprise a variety of ethnic, linguistic and religious groups. According to the 2010 census, 71.2% of the population was Christian, 17.6% was Muslim, and 5.2% practised traditional faiths. Its diverse geography and ecology ranges from coastal savannahs to tropical rain forests.



The Republic of Ghana has been one of the strongest performers in Africa in terms of economic growth. It is West Africa's second largest economy after Nigeria, and growth in 2019 is projected to be 8.8 per cent driven mainly by the oil sector. Ghana attained middle-income status in 2011 and has experienced a long period of stable government. While Ghana's economic growth is closely tied to the oil markets, it remains one of the largest exporters of gold in the world, and cocoa is also still a significant product. It's not just Ghana's resources that are driving the economic uptick. According to the IMF¹ other factors that have contributed to the good performance of the country include a stable democracy, government initiatives to formalize the economy and introduce a more favourable taxation structure. Its once floundering manufacturing industry is also being helped through policies aimed at diversifying the economy and preventing an over-reliance on the commodity markets. Nonetheless poverty, food insecurity and malnutrition persist, particularly in the northern regions.

The country achieved the first Millennium Development Goal (MDG) of reducing the national poverty rate by more than half, from 52.7 percent in 1991 to 24.2 percent in 2012. Starting from higher than the mean for lower middle-income countries (LMICs), Ghana's international poverty headcount (13.6 percent) is today lower than the current LMIC average of 18.3 percent.

Agriculture remains the primary source of employment for people in rural areas, including the poorest.

The agribusiness sector has a very large multiplier effect on employment, creating over 750 jobs for every additional US\$1million of output. However, the structure of the agriculture sector continues to be dominated by primary production, with limited agro-processing and value-addition. The dynamics of employment in the agriculture sector has changed only slightly as over 70 percent of employment

¹ See <https://www.weforum.org/agenda/2019/05/ghana-is-set-to-be-the-worlds-fastest-growing-economy-this-year-according-to-the-imf/>

still reside in rural areas, only engaging in rudimentary agriculture. Only limited progress has been made in pulling labour out of agriculture into other productive and industrial jobs due to low productivity of labour in agriculture as well as limited dynamism in the non-agriculture private sector².

Agriculture also provides Ghana with an important source of foreign exchange through export of agricultural commodities, mainly cocoa, cashew, timber, horticulture and fish.

Climate change represents a huge challenge and extreme precipitation and drought will add complexity of managing the agriculture sector in the future. The catastrophic floods in 2007 immediately followed by drought were indicative of the high variability in climate and hydrological flows in Northern Ghana. But the Northern Savannahs have been affected by frequent droughts and flooding, both accompanied by high temperatures and intense heat, resulting in economy-wide impacts, including crop failure or losses, outbreaks of diseases, and dislocation of human populations.

1.2. Ghana Rural Development Policy

Vision

To develop rural areas into smart growth centres through modernised agriculture and industry, and with improved amenities and standard of living and a rural area in Ghana without poverty.

Rural Development Policy

Rural development efforts in Ghana have been inhibited by the absence of a comprehensive Rural Development Policy and effective sectoral coordination. To address these issues the Ministry of Local Government and Rural Development (MLGRD) led a process to formulate a Rural Development Policy intended to provide the requisite direction and focus to the sector. The Policy aims at improving standards of living in rural Ghana through inclusive approaches, with emphasis on agriculture and industrialization.

The Rural Development Policy offers a coordinated and inclusive developmental approach to improving services for Ghana's rural areas. The Policy recognizes agriculture as a catalyst for rural growth and industrialization. Other priority areas include infrastructure delivery, access to socio-economic services, restoration and protection of natural resources, eco-tourism, rural digitization, production and financial inclusion, youth development and sports, gender equality and climate change management.

Objectives of the Rural Development Policy

- Objective 1. Modernise agriculture for rural growth and development

² World Bank (2018) 3rd Ghana Economic Update: Agriculture as an engine of growth and Job creation, Africa Region, World Bank.

- Objective 2: Provide quality-socio economic infrastructure and services in a decent and secured environment
- Objective 3: Maximise the potential of rural areas towards rural enterprises development and industrialisation
- Objective 4. Promote sustainable management and utilisation of natural resources for the benefit of the rural population
- Objective 6. Strengthen participation of the rural communities in the decentralised governance system

1.3. Ghana's Development Challenges

The Rural Development Policy highlights that Ghana faces the following challenges:

Quality and volume of Ghana's Public Expenditure in Agriculture

Public spending on agriculture is low both by regional and international standards, and have declined over the last years. The average agricultural expenditure was 5.2 percent of total spending between 2001 and 2014. Agricultural spending is also far below the rates of other African countries, such as Burkina Faso (8 percent), Ethiopia (6 percent), Uganda (5 percent), and Kenya (4 percent).

Degradation of natural resource due to persistent poverty

The poor depend largely on the natural resource for their food, energy, water and shelter for their survival. Forests and trees are cut for shelter and fuel, soil fertility and water are mined and degraded, and fisheries overexploited. The current trend in illegal small-scale mining commonly called '*galamsey*' reflects the desperation on the part of the poor for survival. Poverty and environmental degradation are closely linked, and the cycle should be broken with a well thought out policy.

Low levels of productivity in the agricultural sector

Low productivity is the major cause of low earnings and underemployment in the agricultural sector. The agriculture sector is characterized by low yields for staple as well as for cash crops. This is not unusual for an African country; in fact, Total factor productivity growth in agriculture in Africa relative to other world regions is generally low (see USAID ERS Agriculture Productivity Tables) often because of lower technical change due to inconsistent public investment in

Agricultural production is highly labour intensive and is characterized by small scale farming. Whilst the country's agricultural potential is high, uncertain rainfall patterns, limited use of high-yielding seed varieties, irrigation technology, and public underinvestment keep food crop production below its potential.

Climate change affects food production and threatens food security for many rural dwellers, especially women and children. The increasing variability of rainfall increases the risk associated with farming. Total rainfall amounts are projected to fall or experience great variability which will negatively impact crop production and the livelihoods of many in rural areas.

Low access to markets

Even though agriculture is a key element of the livelihoods of most rural dwellers, several people are also engaged in micro-enterprises and non-agricultural activities (agro-processing, trading and other off-farm occupations). However, high transaction costs are incurred by rural communities when accessing inputs and marketing their produce. These barriers deny rural dwellers access to different opportunities and significantly reduce their capacities to increase production and limit productivity.

1.4. Role of Agriculture

As the importance of the extractive sector has risen, it appears agriculture sector growth has slowed down. The agriculture sector experienced its lowest growth (0.8 percent) in more than two decades in 2011, the same year in which Ghana started oil production in commercial quantities. In contrast, the industrial sector grew by over 41 percent in the same year. Since then, even though the agriculture sector has shown some recovery, it has never fully recovered its former vibrancy. Thus, its share of GDP has declined, relative to both the services and the industrial sector. The share of the agriculture sector in total GDP has fallen from 21.7 percent in 2013 to 19.7 percent in 2018 at constant 2013 prices (GSS, 2019). Ghana's agricultural Terms of Trade, measured as a ratio of food and non-food price indices has been steady in the early 2000s, but has been on a declining path over recent years. While the impact of the extractive industries on Ghana's non-resource economy has not yet been fully analyzed, it is striking to see that the sharp deterioration in non-resource Terms of Trade began in 2011, which coincides with the start of Ghana's oil production. However, this could have also been exacerbated by the sharp decline in public spending on the agriculture sector from 2011 onwards.

Nevertheless, the agriculture sector remains an important contributor to Ghana's export earnings and a major source of inputs to the manufacturing sector. Two-thirds of non-oil manufacturing depends on agriculture for raw materials as agriculture and agribusiness account for a major share of all economic activities and livelihoods among smallholder farmers. Cocoa accounts for 25 percent of total foreign exchange earnings and Ghana accounts for about 20 percent of global cocoa exports.

Agriculture is also the most important sector for jobs and livelihoods in the rural areas. The agribusiness sector has a very large multiplier effect on employment, creating over 750 jobs for every additional US\$1million of output. However, the structure of the agriculture sector continues to be dominated by primary production, with limited agro-processing and value-addition. The dynamics of employment in the agriculture sector has changed only slightly as over 70 percent of employment still reside in rural areas, only engaging in rudimentary agriculture. Only limited progress has been made in pulling labour out of agriculture into other productive and industrial jobs due to low productivity of labour in agriculture as well as limited dynamism in the non-agriculture private sector.

But climate change will add to the complexity of managing the agriculture sector in the future. Two areas stand out: Extreme precipitation and drought. The catastrophic floods in 2007 immediately followed by drought were indicative of the high variability in climate and hydrological flows in Northern Ghana. But the Northern Savannahs have been affected by frequent droughts and flooding, both accompanied by high temperatures and intense heat, resulting in economy-wide

impacts, including crop failure or losses, outbreaks of diseases, and dislocation of human populations.

1.5. SDGs in Ghana

The SDGs have been consistent with Ghana's development targets and about 70 per cent of the SDGs targets were reflected in policies and strategies of the just ended Medium-Term National Development Policy Framework (2014-2017), which preceded the 2030 Agenda.

The government of Ghana has strong commitment towards tracking SDGs. For example, it is the second country in the world (after Mexico) to conduct an *SDGs Baseline Report*³, it is the first country to completely change how its government *budget*⁴ is built and spent and it is tracking public expenditure towards the SDGs; and it is one of the first African strategic partners alongside Rwanda to copy the UK website⁵ to track Ghana's progress towards achieving the SDGs.

Ghana's SDGs Baseline Report

In 2018, the National Planning Commission with the support of the Ghana Statistical Service (GSS) and the United Nations conducted a baseline assessment for the country at the start of its SDGs and Agenda 2063 journey to provide a perspective on how far it has to go in order to achieve the targets. The key findings and recommendations of the assessments are as follow:

- The baseline assessment identified 62 out of the 232 SDG indicators for which data had already been produced, and 63 others indicators for which data existed but do not entirely meet the metadata requirements due to gaps in concepts, definitions and coverage.
- The report recommends that for effective planning, regular tracking and reporting progress, Ghana needs to move away from heavy reliance on survey data, which is published on a five-year interval, and instead it needs to develop a robust administrative data system to generate timely, accurate and reliable data.

Finally, the report also suggests to improve the levels of data disaggregation to provide evidence for the design of targeted interventions, disaggregated by geography, socio-economic groups and vulnerable groups. This recommendation has already been taken into consideration and some of the indicators in the online '*National Reporting Platform on SDG indicators*⁶ provide the disaggregation for some indicators by geography and sex (i.e. indicator 2.2.1 Prevalence of stunting among children under 5 years of age).

³ NDPC and GSS (2018) Ghana Sustainable Development Goals (SDGs): Indicator Baseline report, available at: https://www.gh.undp.org/content/dam/ghana/docs/Reports/UNDP_GH_IGC_SDGs_%20Indicator_%20Baseline_Report_2018.pdf

⁴ MoF (2018) Ghana's SDG budget Baseline Report, available at: <https://www.mofep.gov.gh/sites/default/files/news/Ghana's-SDG-Budget-Baseline-Report-Aug-09-18.pdf>

⁵ See <https://sustainabledevelopment-uk.github.io/>

⁶ The '*National Reporting Platform on SDG indicators*' was launched in November 2018, with funding from the UK Department of International Development and TA from the UK Office for National Statistics (ONS). The ONS provided the technical support to clone their own version of the UK platform using a replicable code. Ghana was one of the first African strategic partners alongside Rwanda to copy the UK site and the website.

Ghana's SDG Budget Baseline Report

The report serves three main purposes: a) to start developing a methodology that provides a more proactive and collaborative SDGs integrated budgeting process within and among the Ministries Departments and Agencies (MDAs); b) to develop an approach to make future tracking of annual and cumulative funding in the budget more accurate; c) to build a baseline for the subsequent SDGs budget reports. The mapping of the budget was conducted using a two-step approach to identify and align reporting priorities to the SDGs. In the first step, a preliminary qualitative review was undertaken of the policy initiatives. In the second step, thematic areas, sub-goals and policy objectives in the budget were manually mapped to the SDGs and for each goal, it was identified the implementing MDAs, funding sources, finding for specific targets, and the total budget allocation. The key finding of the report is that with the current coding used in the budget it is challenging to clearly align MDA's programmed activities in the budget with SDGs targets. Hence, the report recommends to re-code the budget system from policy objectives to SDG targets to enable tracking of all allocations to SDGs.

National Reporting Platform on SDG indicators - current reporting status

The GSS has an online platform⁷ (National Reporting Platform on SDG indicators) to track progress of the SDGs. The platform identifies the indicators for which the government has data and those that still need to have data sources identified and verified.

Annex 2 illustrates the current reporting status for the overall progress and for each of the goals. The data shows that the government has only data verified for 32 out of the 244 SDG indicators.

The Helvetas-Itad team has noted that there is a discrepancy between the number of indicators identified in the Ghana's SDGs Baseline Report (62 indicators) for which data had already been reported, against the number of indicators reported in the National Reporting Platform (32 indicators). Hence, efforts need to be made to update the information in the online platform to reflect the 62 indicators for which data was identified in the Baseline report.

Reporting status of relevant SDGs for Agriculture

Several SDGs goals including 1, 2, 3, 4, 6, 8, 9, 10 and 11, support actions relevant for rural development in Ghana. As part of the process to ensure that, the rural development policy objectives operationalize the rural policy objectives in the National Development Policy Framework (2018-2021) the Ministry of Local Government and Rural Development conducted a mapping exercise⁸ to find the links between the '*Rural development policy objectives*⁹,' the '*Policy objectives and strategies of the National Development Policy Framework (2018-2021)*' and '*the Rural development policy objectives linked to the SDGs and the African Union Agenda 2063*'.

Error! Reference source not found. Annex 3 shows the results of the mapping exercise and an extra column was added to show the reporting status of progress for each indicator using the information of the SDGs National Reporting platform. A total of 17 SDG indicators have been identified in Table

⁷ See <https://sustainabledevelopment-ghana.github.io/>

⁸ Ministry of Local Government and Rural Development , (2018) Rural Development Policy.

⁹ The rural development policy objectives are presented for three (3) out of the five (5) development dimensions in the National Development Policy Framework (2018-2021).

1, however only 35% of them have data verified and reported in the online platform, and for 59% of them the government is exploring data sources to capture the information (see Figure 1).

Figure 1. Reporting status of relevant SDGs in Agriculture



This means that significant efforts still need to be made to ensure that there is enough information to monitor and track progress for relevant SDGs for agriculture.

Section 2: The AG-Scan Process

2.1. Promotional Visit

A promotional visit was undertaken by the Senior International Consultant (SIC) from November 4 – 5, 2019. The overall objective of the visit was to introduce the AVANTI initiative to the Ministry of Food and Agriculture (MoFA) and establish feasibility of implementation. Detailed issues for exploration as part of the promotional visit were:

2. Introduce the AVANTI initiative and what is required for the AG-Scan workshop.
3. Meet with the senior manager of MoFA and work with the Government Coordinating Person (GCP) to identify who else to involve and include in the AG-Scan workshop proper – for example if there are other Ministries to involve, and if there are civil society organisations that the Ministry may want at the workshop.
4. Seek to confirm the tentative dates for the AG-Scan workshop; and agree a core team from MoFA to “manage the AG-Scan process” in concert with the GCP.
5. Seek suggestions about a workshop venue that will cater for the participants identified by the GCP.

Upon arrival however of the SIC, the GCP had to travel on short notice, so interactions were mainly with the IFAD country team via a presentation on Monday 4th. Present were the Country Director, Country Programme Officer, and three thematic specialists. The country programme outlined and committed to supporting the AG-Scan workshop and agreed to have two staff members at the workshop. The IFAD Admin manager committed to support the search for an appropriate venue for the workshop and will work with the national consultant to arrange appropriate logistics.

The IFAD CPM made contact with the GCP and had discussions on the workshop dates. It was agreed that the AG-Scan workshop will hold during the week of November 25th, and that the National Consultant will make a presentation to the MoFA team during the week of 11th. The National consultant on 11th November made a presentation to the MoFA team at the IFAD office premises. The GCP and the head of Monitoring and Evaluation - Mr Patrick Ofori were in attendance. Modalities for participant selection were agreed and a tentative list of participants (by cadre, position and geographical spread) was also compiled. A core team of 7 people was also agreed, to lead the workshop process on behalf of MoFA

2.2. The AG-Scan Workshop

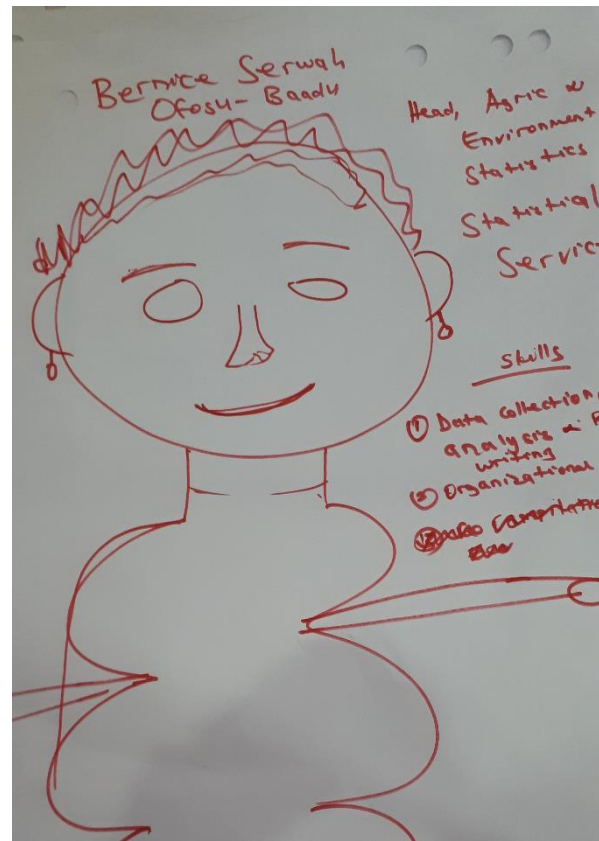
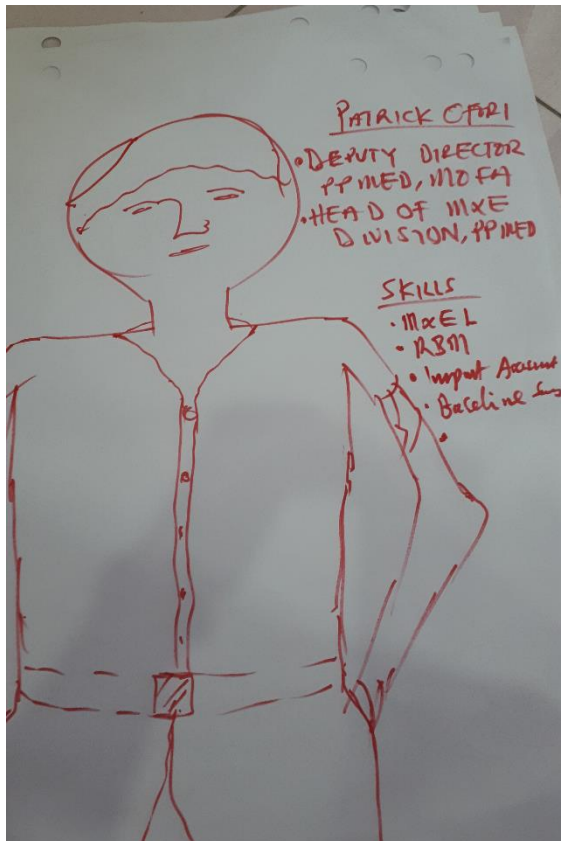
The adaptation meeting

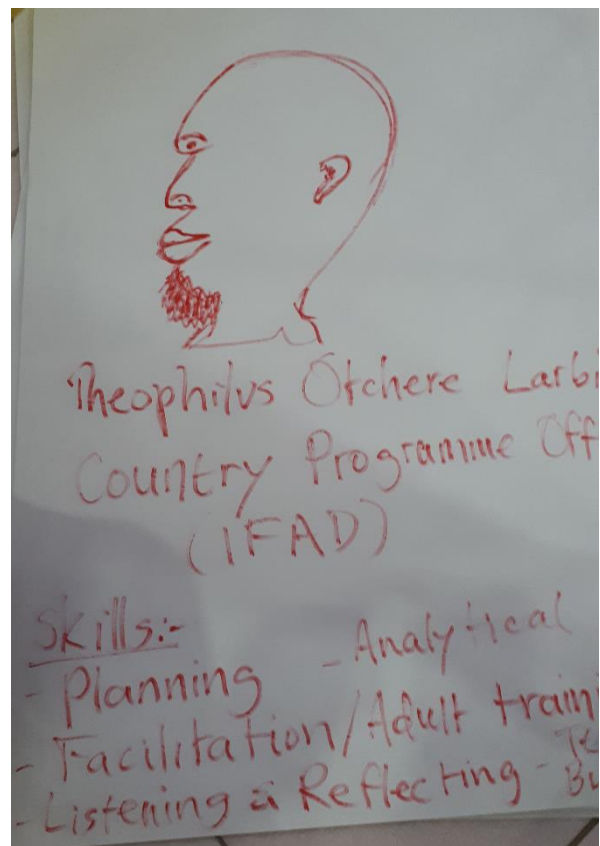
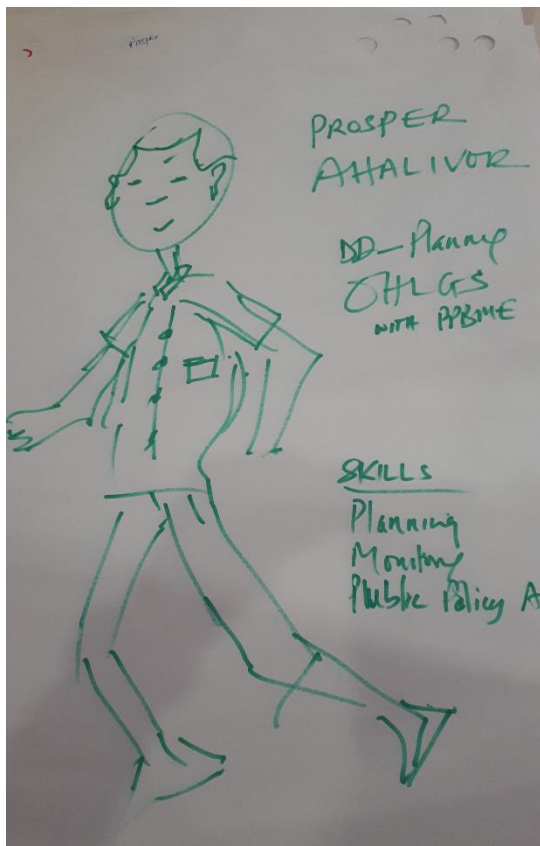
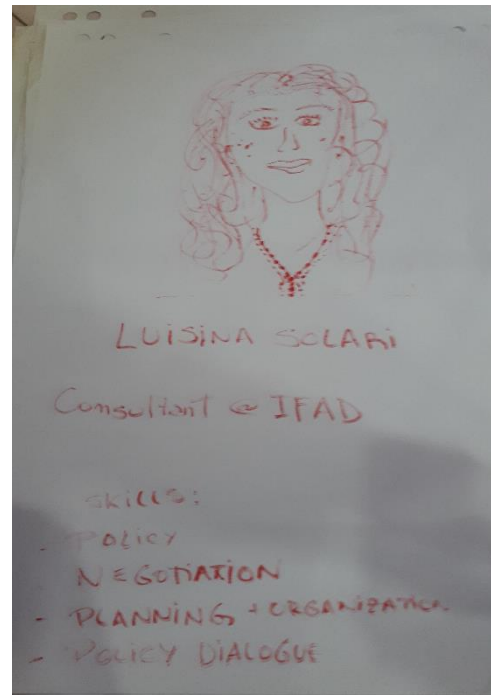
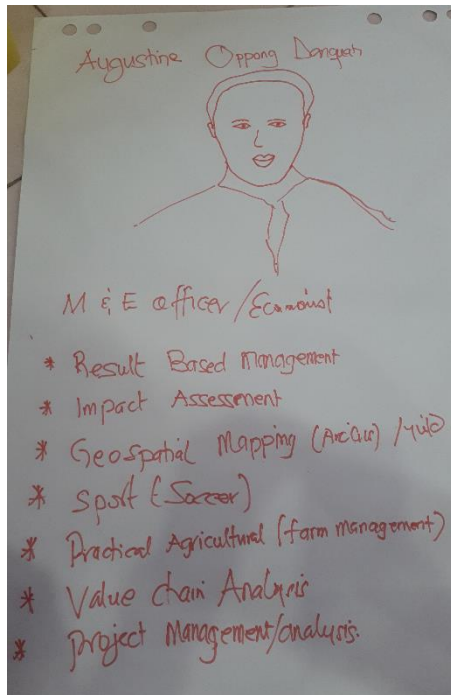
An adaptation meeting was held in the IFAD office premises on Tuesday Nov 26. This involved the consultant team and the core team from MoFA. After a brief introduction of AVANTI, participants went through the AG-Scan matrix pillar by pillar, and explored the criteria for scoring as well as the guiding questions. No critical issues were raised on the matrix. One of the core team members suggested that there should be a glossary of terms and definitions compiled, to ensure better understanding by the participants during the AG-Scan workshop proper. A glossary already exists in the implementor’s manual and was adapted.

The AG-Scan Workshop

The AG-Scan workshop was held from 27 – 28 November 2019 at the Aruba guest house in Aburi. There was a total of 25 participants from the Ministry of Food and Agriculture (MoFA), Ghana Statistical Service, Ministry of M&E, Ministry of Trade and Industry, National Planning and Development Commission, Ministry of Finance, and Civil Society Organisation working with MoFA. On the first day, there were goodwill messages from MoFA and IFAD, to commence the workshop. The messages dwelt on the importance of RBM and the need for agencies to link up and share knowledge. It was highlighted that the Modernising Agriculture in Ghana (MAG) project, with support from Canadian Development Agency, Global Affairs Canada, was already supporting MoFA in building RBM capacity via a seconded consultant. MAG has been helpful in improving knowledge about RBM within MoFA, but there is more that can be done.

After the goodwill messages, the workshop started with a general introduction using an ice-breaker activity where participants were asked to draw themselves, provide their full names, positions and institutional affiliations, and to note the key skills that they possess. Below are some of the profiles presented by the participants.





After the introductions, there were two presentations from the facilitators to introduce AVANTI and the AG-Scan self-assessment respectively. The first presentation – by the National Consultant, Dr William – provided a broad introduction to AVANTI, its origins and focus. A brief introduction to Ghana’s context was also provided including the overarching strategic documents that sets the direction for Ghana’s development, especially in relation to the SGDs.

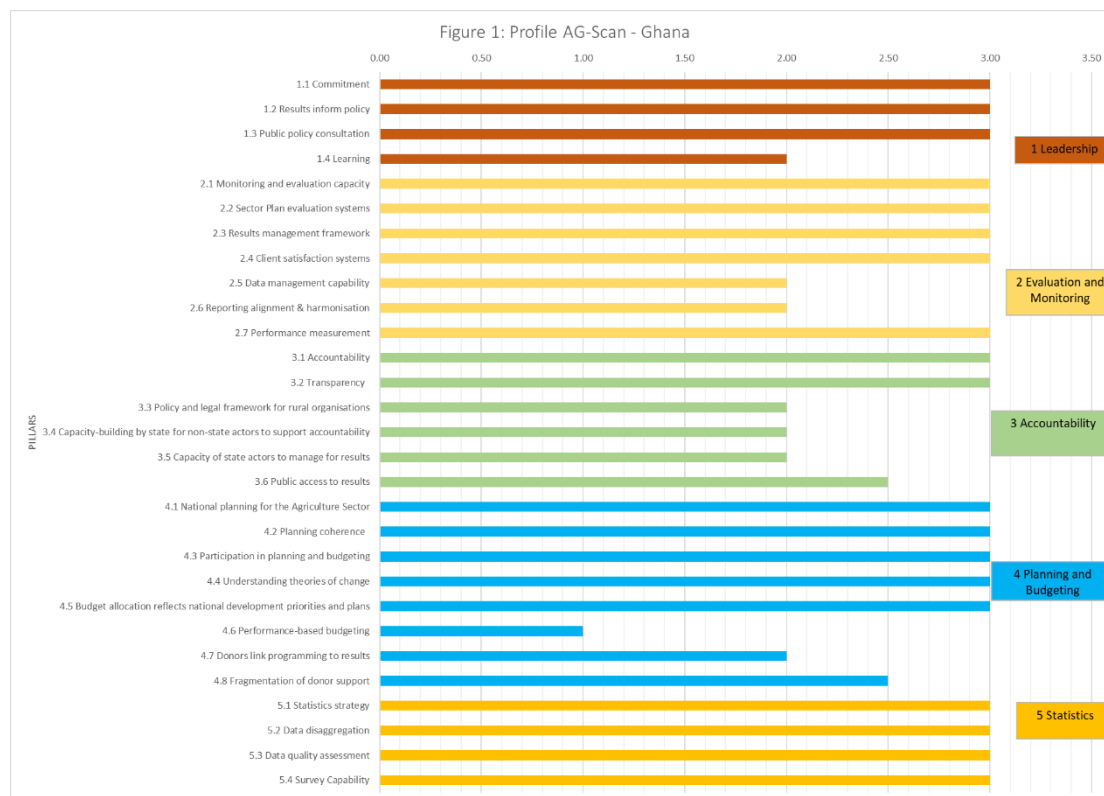
The second presentation by the international consultant – Dr Fabiola Lopez-Gomez dwelt on the LEAPS pillars and how the self-assessments will be conducted. The presentation considered each pillar, taking the dimensions one after the other by working through the guiding questions. Participants then formed buzz groups to undertake the assessment of each of the pillars. To form the groups, participants were first asked to indicate a preferred group based on their positions and the units/agency where they work. After the initial collation of names, some participants were taken from the groups with the higher numbers and redistributed to the groups with very few names.

Each group then went ahead to undertake the self-assessment using the guiding questions. The self-assessment outputs were recorded in an adapted version of the AG-Scan Journal, which had the scores for each dimension including the justification and corresponding evidence. The group assessments went on for the rest of day one.

To begin the day 2 sessions, participants were asked to reflect on the first day and write down one key takeaway from day 1, which were discussed in plenary. The summary of the key takeaways by the participants can be found in annex X.

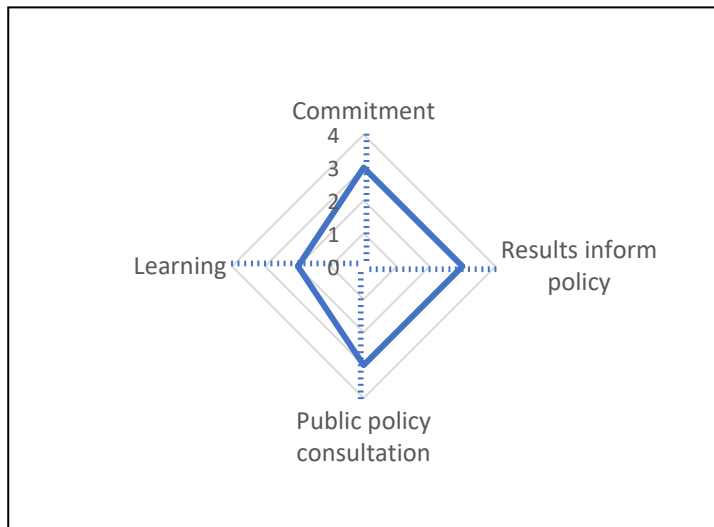
Group Presentations

After the reflections from the previous day, each group made a presentation of their self-assessments. There were inputs and plenary discussions after each group presentation. The AG-Scan profile produced is shown below – each pillar is discussed based on the justifications and corresponding evidence.



Leadership

Overall, leadership was scored 2.75 out of 4. The assessments results showed that sector leaders have been trained and adopting the use of RBM. Leaders also speak about SDG related policies which must be formulated for evidence-based decision making. Senior managers in the sector are



aware of the need to learn from experiences and develop their capacities. There are mechanisms for non-state actors to participate in policy formulation, for example the Agricultural Sector Working Group and the Joint Sector Reviews.

The assessment for **commitment** showed Leaders are committed in using RBM, and sector plans are based on RBM. Leaders (Directors and Budget/M&E officers) have been trained and are adopting RBM, but other staff have no knowledge on RBM

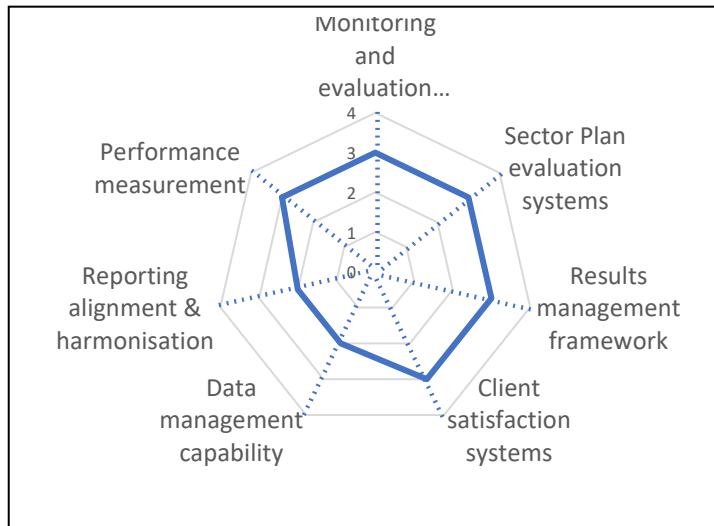
In terms of whether **results inform policy**, the results showed that leaders speak about SDG related policies which must be formulated for evidence-based decision making. The National Development Planning Commission (NDPC) guides the Ministry of Food and Agriculture (MoFA) in the development of National Agric Sector Investment Plans and polices using available data. There is some level of intervention for RBM to be effectively adopted by all levels of MoFA staff. However, there is insufficient funding for implementation – there is insufficient funding for data collection activities, frequency and geographic coverage limited (i.e. sample sizes quite small), including inadequate number of agricultural extension agents (AEAs).

In terms of **public policy consultation**, discussants observed that there are mechanisms in place for non-state actors to participate in policy formulation, for example the agricultural sector working group meetings and the joint sector reviews with some related ministries. The private sector stakeholders are always engaged for broad consultation. The discussion suggest that close to two-thirds of comments by non-state actors are usually translated in policy formulation. As stated under results informing policy formulation however, there is often a limitation in the availability of data being used for policy formulation. The seeming fragmented leadership of non-state actors is often a challenge in their engagement with the policy development processes. There is also limited representation at the various constituents.

The assessment on **learning** showed that senior managers in the sector are aware of the need to learn from experiences and develop their capacities. While programmes for capacity building are available however, allocated resources are not sufficient to implement them. Thus, trainings have not been organised efficiently and regularly. Often, leaders that are “approaching retirement” feel there is no need for them to be trained.

Evaluation and Monitoring

Overall, evaluation and monitoring, was scored 2.71 out of 4. The assessment results showed that the sector has sufficient number of M&E staff to perform M&E functions within the institutions, and there has been progress in putting RBM into practice, through the support of the Modernising



Agriculture in Ghana (MAG) project funded by Global Affairs Canada. The government is committed to measuring progress against virtually all aspects of sector plans and there are clear linkages to the SDG targets. The NDPC has developed a standardised reporting format for all MDAs, and MoFA has developed a standard template and reporting format for sector programme areas. Some of the departments within the sector are able to collect, manage and report on relevant management data. However, most data collected for

some indicators are incomplete and timing delayed. Performance measurement systems are operational within the sector, and some units systematically collect performance data to inform decision making. MoFA has a customer service unit to address the needs of clients but it has not functioned effectively.

The assessment for **monitoring and evaluation** showed that MoFA has sufficient number of M&E staff to perform M&E functions within the institutions. At the national Level, there is an M&E Unit with adequate staff, and there are M&E officers on projects as well as reporting officers at each National Directorates. The Ministry of M&E periodically organizes M&E trainings for M&E focal persons to build their capacities although the skills acquired are uneven and some Directorates have their own internal mechanisms for upgrading staff capacities. Currently, RBM trainings are being provided to staff of MoFA under the MAG program and there is evidence that this is leading to improved results-based reporting.

In terms of **sector plan evaluation systems**, the assessment results showed that government is committed to measuring progress against virtually all aspects of sector plans and there are clear linkages to the SDG targets; although progress may be somewhat uneven. National M&E plans, and manual exist to guide all MDAs in preparing their M&E plans where performance indicators are derived for planning, Monitoring and Evaluation. MoFA has a sector plan and M&E plan as well as indicators aligned to the SDGs.

In terms of having a **results management framework** in place within the sector, the assessment showed that there has been good progress within MoFA to practicalize RBM with the support of the MAG programme. Sector M&E plan provides guidelines for Knowledge management. Periodically, MoFA organizes joint sector reviews (JSR) reviews for key stakeholders and present the results of sector performance which include challenges. Ideas are also solicited from the stakeholders to

improve sector performance. In the process, lessons are learnt and proposed recommendations are also followed by MoFA and implemented. MoFA also has a Knowledge sharing platform called the Agriculture Sector Working Group (ASWG). ASWG was established in 2006, as a platform for policy dialogue between government and development partners to ensure effective implementation of policies, programmes and projects of MoFA. It is also to ensure mutual accountability among stakeholders in the agriculture sector. It includes members from the MoFA, Farmer Based Organizations, Private Sector representatives, Civil Society Organizations, and representatives from other relevant MDAs. ASWG holds bi-monthly meetings jointly chaired by rotating DP representatives and MoFA.

The results of the assessment for **client satisfaction systems** showed that MoFA has a customer service unit to address the needs of clients but it has not functioned effectively. The Ghana Agricultural Sector Investment Programme (GASIP) also has an indicator to track beneficiary satisfaction; but the approach to customer satisfaction measurement is uneven across the ministry.

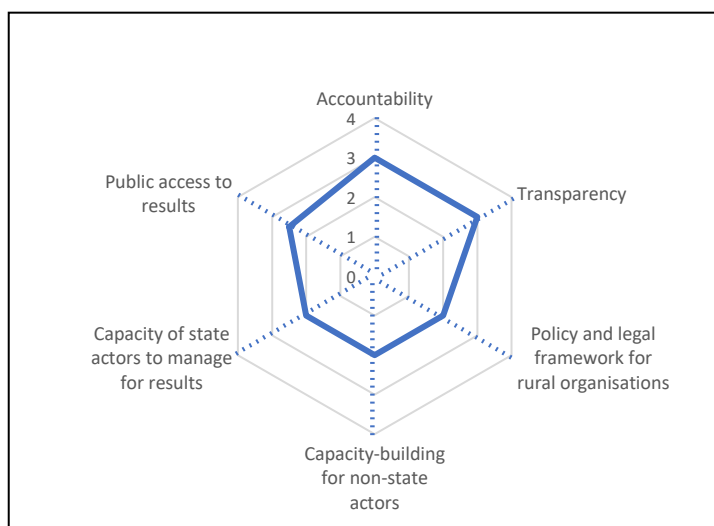
In terms of **data management capability**, the results show that there is some capacity – some departments within the ministry are able to collect, manage and report on relevant management data. However, data collected for some indicators are incomplete and timing often delayed. In addition, MoFA does not have automated data collection system or an M&E database system. There are however plans underway to have these in place.

In terms of **reporting alignment and harmonisation**, there is some progress as the NDPC have developed a standardised reporting format for all MDAs. Whereas MoFA has a standard template and reporting format for sector programme areas, there is no harmonized template for donor reporting.

The results of the assessment for **performance measurement** showed that there are systems in place throughout MoFA, and some units systematically collect performance data to inform decision making. However, some units often do not utilize information and lessons learnt, and most units do not have indicator targets to make meaningful decision from data collected.

Accountability and Partners

Overall, accountability and partners, was scored 2.42 out of 4. The results from the assessments showed that there are platforms and other means through which key sector officials account to



stakeholders, for example the annual joint sector reviews and town hall meetings at the regional and district levels. There are other platforms where plans, budgets and results are publicly made available, for example the budget deliberation in parliament and the publication or posting of annual work plan and budget on the MoFA Website. Although there is no concrete or standardised (generic) legislative instrument to guide the operations of farmer groups, non-

state actors such as rural organisations do have the level of capacity and skills to interact over government programmes. Opportunity is provided through platforms such as the Research Extension Linkage Committees (RELC) at the Regional and District planning sessions. Some key officials have been exposed and trained in RBM – a sector training needs assessment has been conducted and some M&E Officers at the national and regional levels armed with the requisite tools etc. There is a conscious effort to get stakeholders at the grassroots to be aware of key results through the mass media – radio, TV and mobile vans.

The assessment on **accountability** showed that there are platforms and other means through which key sector officials account to stakeholders in the sector. These platforms include the annual joint sector reviews (JSR), the agriculture sector working group (ASWG) and the annual progress report (APR) of the sector, including regular production and dissemination of facts and figures on the sector. There is also the meet the Press by the Agriculture Minister, as well as town hall meetings at the regional and district levels. In spite of these activities and considerable progress made however, stakeholders at the grassroots are still not aware about specific amounts of fiscal resources injected or expended.

In terms of **transparency**, there are platforms where plans, budgets and results are publicly made available; such as the budget deliberation in parliament and the publication or posting of annual work plan and budget on MoFA Website. There is also wider consultation with key actors and the results of ongoing government initiatives or flagship programmes (PFJ, PERD, RFJ etc.) are published through the APR, JSR and the AU peer review. In spite of the availability of these platforms, access to relevant information is basically demand driven especially for Civil Society Organisations (CSOs), Faith-Based Organisation (FBOs) and other groups. There is thus, the need to package information on budget in simple language for other key stakeholder to understand and have easy access.

In terms of the **policy and legal framework for rural institutions**, there is no concrete or standardised (Generic) legislative instrument to guide the operations of farmer groups. There is however, a legislative instrument (LI 22:30) for irrigation and Water User Associations (WUAs). The instrument was passed in 2016 to establish the functions of irrigation schemes and give them legal backing to be part of the operations of the schemes and make decisions. Registration of the users, is done by the Department of Cooperatives.

The assessment on **capacity building by the state for non-state actors to support accountability** showed that there are mechanisms in place that allow non-state actors to develop some level of capacity and skills to interact over government programmes. Opportunity is provided through platforms such as the Research Extension Linkage Committees (RELC) at the Regional and District planning sessions. The activities of MoFA and other donor-funded programme such as the MAG, GASIP, and the Savannah Zone Agricultural Productivity improvement Project (SAPIP); also acts as avenues for non-state actors to push for and support accountability.

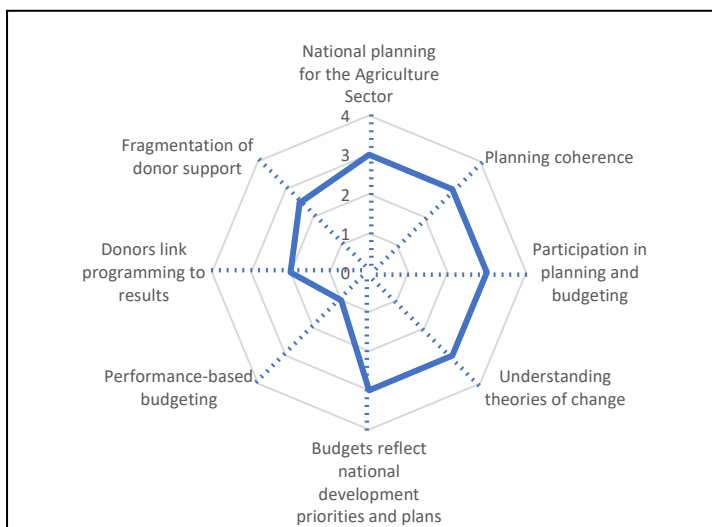
In terms of the **capacity of state actors to manage for results**, the results showed that some key officials have been exposed and trained in Result Based Management (RBM). Some M&E officers at the national and regional levels have been equipped with requisite tools for undertaking monitoring and evaluation using RBM. However, there is still a backlog of key staff especially at the district level whose knowledge of RBM is still lacking. There are on-going efforts to digitise data collection and

reporting (via a web-based M&E system), and there is now a stronger collaboration among key actor (DPs, NDPC, GSS and MoM&E) on results sharing.

The assessment of **public access to results** showed that the platforms that are used for driving accountability as also used to ensure public access to results. These include the annual JSR, ASWG, APR, meet the Press by the Minister, and town hall meetings at the regional and district levels. There is also a conscious effort to get stakeholders at the grassroots to be aware about key results through the mass media (radio, TV, mobile van etc). The challenge has been that the system in place is not yet robust enough. There are issues regarding the timeliness of delivering data on results.

Planning and Budgeting

Overall, planning and budgeting, was scored 2.56 out of 4. The results from the assessments showed that there is a national plan in place, with a section of the plan focussing on investment for food and jobs. The agriculture sector also has a Medium-Term Development Plan (MTDP). However, implementation timeliness is much contingent on availability and release of funds to undertake planned activities. As part of the MTDP development processes, MDAs engage local actors and there is evidence of community participation in planning and budgeting. Leaders now see the relevance of RBM which has become a central theme for program implementation and there in some internal training of staff to implement RBM but not enough on a national scale. The budgets and plans do reflect national priorities, and priority areas address SDGs, but some of the priority areas are politically influenced.



In terms of **national planning for the agriculture sector**, the results showed that there is a national plan in place, focussing on investment for food and jobs. The agriculture sector also has a Medium-Term Development Plan (MTDP). However, timeliness is much contingent on availability and release of funds to undertake planned activities. In practice, the actual implementation of the sector plan usually lags by one year because of timing of overlaps between one plan and another. Oftentimes, the time for

planning at all levels-including stakeholder consultations is limited.

The assessment of **planning coherence** showed that there to some extent, MDAs that prepare plan engage local actors and the content of plans take into consideration national needs across all subsectors. Localisation is also well done across all levels.

In terms of **participation in planning and budgeting**, the assessment showed there are no legal barriers involved in planning process, local participation encouraged and there is community participation in planning and budgeting. Prioritisation is however, very often politically, and plans and budgets are very often not fully implemented.

In terms of whether **stakeholders understand change pathways (theories of change)**, there is evidence that there is a clear process in place for implementing RBM and leaders now see the relevance of RBM which has become a central theme for program implementation. There has been some internal training of staff to implement RBM but not enough on a national scale. This is evidenced by the existence of training manuals and the reflection of such activities in staff appraisal forms.

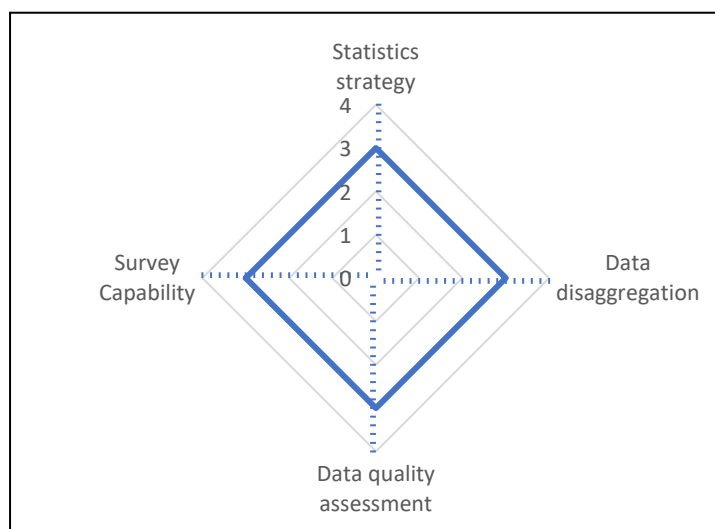
The assessment of whether **budgets reflect national development priorities and plans**, showed that there is a national development plan, which informs the national budgets, and so, the budgeting processes reflects the national priorities. These priority areas address SDGs. However, some of the priority areas often change during implementation as a result of changes in the priorities of political leaders.

The assessment of **performance-based budgeting** showed that it is currently weak. Although budgeting is done taking RBM into consideration, there are often unplanned changes in focus as implementation progresses and it becomes difficult to track results in a robust way. Furthermore, historical and unscientific methods are sometimes used for budgeting purposes.

On whether **donors link programming to results**, there is evidence that donors normally discuss with government their interest areas. However, the lack of a harmonized template for donor reporting makes it difficult to ensure that this happens.

The assessment of **fragmentation of donor support** showed that efforts are being put in place to prevent this from happening. The Joint Sector Review (JSR) is used as a platform to engage donors in the government's priority areas by putting issues in perspective for all donors. On this basis, donors sometimes propose their own projects, but in a way that fits into priorities of government.

Statistics



Overall, statistics was scored 3 out of 4. The results from the assessments showed that There is a Strategic Plan for Agriculture and Rural Statistics (SPARS) 2017 – 2021, and it is being implemented. The Statistical Service Act (2019) provides the legal and regulatory framework for the production and dissemination of national statistics. Data is disaggregated in line with the 'No one should be left behind' principle. Disaggregation is based on localities (Regions and districts; and rural/urban), sex, crop types; while

and e-registration of farmers is currently on-going. There is some generic data quality assessment under implementation and the government has adopted international standards in the production of agricultural statistics. However, the development of a comprehensive framework for Ghana is yet to be implemented. Skills and knowledge exist for national level households and key sectoral surveys.

In terms of a **statistics strategy**, the assessments showed that there is a Strategic Plan for Agriculture and Rural Statistics (SPARS) 2017 -2021, and is being implemented. This was prepared based on the Coordinated Programme for Social and Economic Development which in itself is linked to the SDGs and AU Agenda 2063. The Statistical Service Act, 2019 Act 1003 provides the legal and regulatory framework for the production and dissemination of national statistics.

The assessment of **data disaggregation** showed that policy makers understand the need for disaggregated data, and these could be seen in the Medium Term Agriculture Sector Investment Plan (METASIP II being revised); Gender in Agriculture Development Strategy (GADS); Women in Agriculture development (WIAD). In practice, data is disaggregated in line with the '*leave no one behind*'; disaggregation is based on localities (regions and districts; and rural/urban), sex, crop types. As part of efforts to improve the availability of data for disaggregation, there is an on-going e-registration of farmers. Data is also sourced from surveys such as the Statistical Service surveys and censuses such as the Agriculture Census, Living Standard Surveys, Integrated Business Establishment Surveys, Agricultural Integrated Survey (AGRIS). While there is adequate disaggregation of survey data, conscious efforts still need to be made to disaggregate or mainstream gender and other dimensions into all administrative data collection templates of MDAs.

In terms of **data quality assessment**, there is some generic data quality assessment under implementation and the government has adopted international standards in the production of agricultural statistics. However, the development of a comprehensive framework for Ghana is yet to be implemented. In practice, there are mechanisms in place that currently speak to data quality assessments. These include the M&E quarterly review sessions and the SRID annual data validation sessions. These sessions conform to International standards, and uses manuals and methodologies of the United Nations Statistics Department (UNSD) and the Food and Agriculture Organization of the United Nations (FAO).

The assessment on **survey capability** showed that skills and knowledge exist for national level households and key sectoral surveys. The MoFA, Ghana Cocoa Board (Cocobod), Ministry of Fisheries and Aquaculture Development (MoFAD) and Forestry Commission, as well as other research institutes and academia have systems for agriculture data collection. In spite of the existence of these platforms, resources for data collection on regular basis is inadequate even for censuses and surveys.

Prioritisation of Capacity Gaps

After the presentations by the groups and detailed discussions and additions in plenary, participants went back into their buzz groups to undertake the prioritisation of the key capacity gaps coming out of the self-assessments. The framework below was used to undertake the prioritisation, including the feasibility of implementing the priorities.

- Determine the priority by deciding what rank the issue "occupies" using the framework below

Issues identified	Priority rank

Makes or breaks RBM	4
Crucial to RBM	3
Priority area of concern	2
Significant, not a priority	1
Not significant to us in near future	0

- Look at the feasibility of implementing the priorities in the next 12 months at least, using the following criteria
 - Cost
 - Time required to implement (level of effort)
 - Political challenges
 - Admin demands
 - Capacity to manage the change
- Agree on overall feasibility by ranking as High, Medium or Low feasibility

The core team members in each group were asked to collate the issues, and bring them to the action planning meeting that will hold the next day.

Workshop Evaluation

To close the workshop, participants were asked to reflect on the last two days of interactions using a form provided by the consultants. There were a cluster of five (5) questions provided on the form. The analysis of the responses can be found in Annex 4 – a total of 18 participants responded to the evaluation questions.

Section 3: Action Planning and Conclusion

3.1. Action Planning

The action planning meeting was held at the IFAD office premises to collate issues prioritised from the previous day, into actionable points against each of the pillars. It was agreed that once draft plan is finalised, aspects of the the plan that do not require financial resources will be collated for immediate implementation by MoFA. The

Pillar: LEADERSHIP					
1.1 Weak feedback or recommendations into programme planning and policy formulation - Exploration					
1.1	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.1.1	Document lessons or recommendations from the implementation programmes/projects/interventions.	Surveys/ studies Printing	GoG, DPs,	Ongoing	PPMED
1.1.2	Disseminate lessons/recommendations to all stakeholders at Agricultural Sector Working Group (ASWAG)/National and Regional Joint Sector Review (JSRs)/Advisory Board.	Cost of Workshop Hiring of facilitators	GoG, DPs,	Ongoing	PPMED
1.2 Limited emphasis on capacity development for institutional learning - Exploration					
1.2	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.2.1	MoFA to integrate RBM training across all levels	Cost of training, Cost of Training materials Cost of hiring Resource persons	GoG, DPs,	By end 2020	PPMED
1.3 Weak feedback system at all levels (for state and non-state actors) - Exploration					
1.3	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.3.1	Organize monthly ASWG meetings at National level	Cost of meeting	MoFA, DP	Continuous	PPMED
1.3.2	Organize annual JSR meetings at National level with stakeholders	Cost of meeting	MoFA, DP	Continuous	PPMED
1.3.3	Organize annual JSR meetings at Regional levels with stakeholders	Cost of meeting	MoFA, DP, RCCs, DCCs	Continues	MoFA, LGSS

2.1 Knowledge in RBM limited in scope - Transition					
2.1	Activity	Resources needed	Sources	Completion date	Person(s) responsible
2.1.1	Develop RBM capacity building plan	Consultant, Workshop	GoG, DPs	By March 2020	PPMED
2.1.2	Implement RBM training Plan	Training Cost	GoG, DPs	By end of 2021	PPMED
3.1 Inadequate logistic support for data management - Transition					
3.1	Activity	Resources needed	Sources	Completion date	Person(s) responsible
3.1.1	Provide logistics for data collection at all levels	GPS, Tablets, Laptops, Dedicated Internet Connectivity, Servers Storage Cost	GoG, DPs	By June, 2020	PPMED
3.1.2	Train staff at all levels on data management	Training Cost, Training Materials	GoG, DPs	By end 2020	PPMED
3.1.3	Provide functional web-based M&E Portal for MoFA (Districts, Regions & National including projects)	Cost of development of Web-based M&E System, Data storage cost, Tablets Computers	GoG, DPs	By June, 2020	PPMED
3.1.4	Recruit additional Agric. Extension Agents	Salaries Clearance	GoG	By end Dec. 2020	MoF
4.1 Centralized and fragmented non-state actors - Transition					
4.1	Activity	Resources needed	Sources	Completion date	Person(s) responsible
4.1.1	Facilitate the organization of Associations/ Groups of non-state actors across all the decentralized levels	Workshop, Facilitators	GoG, DPs	By end of 2020	PPMED
Pillar: Monitoring and Evaluation					
Issue Identified for improvement: Weak Data Management Capability					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Develop an automated data collection system for MoFA to improve timely data collection and reporting	ICT Expert, M&E experts, Funds	FAO, World Bank, IFAD, CIDA, USAID, GIZ	June, 2020	MoFA -PPMED

2	Build the capacities of MIS officers to develop database for Regional and District Agricultural Departments at the Metropolitan and assemblies.	ICT Expert, M&E experts, Funds	FAO, World Bank, IFAD, CIDA, USAID, GIZ	August, 2020	MoFA -PPMED
3	Trained national and regional M&E officers to develop indicator targets to improve performance measurement.	M&E Experts, Funds	MOFA, FAO, World Bank, IFAD, CIDA, USAID, GIZ	Otober,2020	MoFA -PPMED
4	Sensitize M&E officers on how to utilize the automated data collection system and database	ICT Expert, Funds	MOFA, FAO, World Bank, IFAD, CIDA, USAID, GIZ	January, 2021	MoFA -PPMED
5	Provide logistical support to enhance M&E data management system at districts, Regional and National levels	Laptop	MOFA, FAO, World Bank, IFAD, CIDA, USAID, GIZ	January, 2021	MoFA -PPMED, Regional and District Directors
Issue Identified for improvement: Weak Reporting alignment & harmonisation for Donors					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1	Engage donor partners in a two-day stakeholder workshop to develop a harmonized template for donor reporting	M&E Expert, Funds	USAID, CIDA, GIZ, IFAD, World Bank	March 2020	MoFA-PPMED
Issue Identified for improvement: Weak Monitoring and evaluation capacity					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1	Develop a proposal to secure funding for a three-year Monitoring & Evaluation training project on RBM at all levels (Districts, Regional and National Directorates reporting officers) within MoFA to improve performance reporting.	RBM Expert & funds	World Bank, IFAD, USAID	2020-2023	MoFA -PPMED
Issue Identified for improvement: Weak Client measurement systems					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1	Engage the services of an expert to design an internal and external	Consultant, Funds	IFAD, World	February, 2020	PPMED-MOFA

	client's measurement tool in MoFA to obtain feedback on sector interventions and programmes		Bank, USAID, GIZ, MOFA		
2	Sensitize stakeholders on the use of new mechanism for obtaining stakeholder feedback from clients	MoFA, Funds	IFAD, World Bank, USAID, GIZ, MOFA	February, 2020	PPMED-MOFA
Pillar: ACCOUNTABILITY AND PARTNERS					
Issue Identified for improvement: Cost-benefit analysis of government flagship programs to ensure value for money. [Component 1: Accountability]					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Carry out cost-benefit analysis of key MOFA programs and projects, such as: Planting for Food and Jobs/PFJ, Rearing for Food and Jobs/RFJ, Mechanization, Planting for Exports and Rural Development/PERD, Greenhouses, etc.	Consultants Field logistics Stationary	CIDA IFAD World Bank Government of Ghana (GoG)	By the end of 2020	Head of M&E
Issue Identified for improvement: Improve engagement mechanisms with key actors along the commodity value chain. Strengthen grassroot organizations capacity to provide feedback and raise issues. [Component 1: Accountability]					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Establish a platform for fruitful engagement and feedback with key actors along the commodity value chain.	Consultants Equipment	CIDA GoG	By the end of June/2020	Head of M&E Head of IT
Issue Identified for improvement: Need for a standardized selection criterion for contracts and beneficiaries of interventions and programs in the agriculture sector [Component 2: Transparency]					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Establish standardized selection criteria for contracts' end beneficiaries of various MOFA programs, projects and interventions to ensure sustainability.	Consultant Stationary	CIDA GoG	By the end of April/2020	Director of PPMED Head of Procurement Head of Programs
Issue Identified for improvement: Need to improve access to data and information by key stakeholders [Component 2: Transparency]					

#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Establish an efficient and effective data management system to ensure easy access to quality information (easy, timely, reliable and accurate data) to key stakeholders	Equipment/logistics Consultant for Database	CIDA GoG	By the end of 2020	Head of M&E
Issue Identified for improvement: Ineffective regulatory framework for managing most grassroots organizations [Component 3: Policy and Legal Framework for Rural Organizations]					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Strengthen existing regulatory tools and establish framework to manage the activities of Agri based organizations along the value chain.	Agribusiness management consultant	CIDA, IFAD, GoG	By the end of June/2021	Head of Agricultural Extension
2.	Train grassroots farmer-based organizations in group dynamic, record keeping, market linkage, pesticide management, grading and standards, etc.	Facilitator Training material Logistics	CIDA, IFAD, GoG	By the end of April/2020	Head of Agricultural Extension
Issue Identified for improvement: Weak level of exposure of government agricultural policies and programs to rural organizations. [Component 4: Capacity building by non-state actors to support accountability]					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Organize sensitization and training programs for farmer-based organization to educate them on the operations of policies and programs.	Facilitators Training material	CIDA IFAD GoG	By the end of September/2020	Head of Agricultural Extension
Issue Identified for improvement: Need to improve capacity of state actors to manage for results. [Component 5: Capacity of state actors to manage for results]					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Train key staff (Agricultural Extension Agents/AEAs, Management Information System Officers/MIS, District Directors of Agriculture/DDAs, Regional Directors of Agriculture/RDAs) at district and regional level on RBM.	Training an RBM consultant Training materials	CIDA World Bank GoG IFAD	By the end of 2020	Head of M&E District and Regional Directors of Agriculture

2.	Provide requisite logistical resources (CAPI software, computers, GPS, protective clothing, etc.) to carry out field monitoring and reporting.	Field logistics	CIDA World Bank GoG IFAD	By the end of 2020	Head of M&E District and Regional Directors of Agriculture
Issue Identified for improvement: Weak dissemination of Results and Feedback. [Component 6: Public access to results]					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Establish new media platforms and strengthen existing ones to facilitate the dissemination of results to key stakeholders.	Mass media expert Material development	GoG CIDA	By the end of 2020	Head of MoFA information services Directorate Head of Agricultural Extension
2.	Develop a system to receive feedback on results from MOFA programs to improve performance.	Equipment	GoG CIDA	By the end of 2020	Head of M&E Head of MoFA information services Directorate
Pillar: PLANNING AND BUDGETING					
Issue Identified for improvement: Adequate Budget, effective planning and capacity building of staff to undertake M&E programs.					
#	Activity	Resources needed	Sources	Completion date	Person(s) responsible
1.	Effective planning of programs and projects at all levels prior to its execution	Experts Planning tools	GoG, IFAD, FAO, World Bank, USAID	Ongoing	MoFA/PPMED, RCC, Districts
2.	2.1. Building capacity in the form of training of M&E officers to undertake effective M&E and manage project data efficiently using Management Information Systems. 2.2. Training in data analytical tools to enhance effective evidence-based decision making	Hiring of facilitators Training manuals Capacity building schedule Venue	GoG, IFAD, FAO, World Bank, USAID	2021	MoFA/PPMED
3.	3.1. Budgeting for program to be addressed using performance-based budgeting instead of the traditional historical and unscientific methods. 3.2. Seeking multiple funding sources in order to bring more funding agents onboard to support budget.	Budgeting Experts Program managers Fund portfolio manager	MoFA, IFAD, FAO, USAID, World Bank	Ongoing	MoFA/PPMED

Pillar: Statistics					
Issue Identified for improvement: Development of a new comprehensive Strategy for statistics					
#	Activity	Resources needed	Source of support	Completion date	Person(s) responsible
1.	Develop a new Strategic Plan for Agricultural and Rural Statistics (SPARS) after it expires in 2021.	Experts Data templates Database system	Government of Ghana IFAD FAO CIDA	2022	Statistics, Research, and Information Directorate (SRID). Policy Planning and Monitoring and Evaluation Directorate (PPMED) Ministry of Food and Agriculture (MoFA).
2.	Orient non-state actors on the existence of SPARS to enable them align their data collection or generation with the Strategy.	Experts Data templates Database system	Government of Ghana IFAD FAO CIDA	2020 - 2023	Policy Planning and Monitoring and Evaluation Directorate (PPMED) Ministry of Food and Agriculture (MoFA). Ghana Statistical Service (GSS). Statistics, Research, and Information Directorate (SRID)
Issue Identified for improvement: Data disaggregation					
#	Activity	Resources needed	Source of support	Completion date	Person(s) responsible
1.	Review data collection templates of Ministry, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs), and at all levels to include sex, localities, disabilities and others so that no one is left behind	Experts Data templates Database system	Government of Ghana IFAD FAO CIDA	2020 - 2023	Policy Planning and Monitoring and Evaluation Directorate (PPMED) Ministry of Food and Agriculture (MoFA). Ghana Statistical Service (GSS). Statistics, Research, and Information Directorate (SRID)
Issue Identified for improvement: Data quality assessment					
#	Activity	Resources needed	Source of support	Completion date	Person(s) responsible
1.	Conduct orientation on the Data Quality Assessment Framework (DQAF) across all levels of Government (sub-	Experts Manuals	Government of Ghana IFAD FAO CIDA	2020 - 2025	Ghana Statistical Service (GSS). Statistics, Research, and Information Directorate (SRID). Policy Planning and Monitoring and Evaluation Directorate (PPMED) Ministry of Food and Agriculture (MoFA).

	national, Regional and National)				
Issue Identified for improvement: Survey capability					
#	Activity	Resources needed	Source of support	Completion date	Person(s) responsible
1.	Build capacity to strengthen data collection instruments for the MDAs, MMDAs, Civil Society Organisations (CSOs), Non-Governmental Organisations (NGOs), the academia, research institutions, etc	Experts Data templates Database system Survey instruments	Government of Ghana IFAD FAO CIDA		Ghana Statistical Service (GSS). Statistics, Research, and Information Directorate (SRID). Policy Planning and Monitoring and Evaluation Directorate (PPMED) Ministry of Food and Agriculture (MoFA).
2.	Provide resources such as Tablets, Geographic Information Systems (GIS) to support Agriculture Statistics data collection		Government of Ghana IFAD FAO CIDA		Ghana Statistical Service (GSS). Statistics, Research, and Information Directorate (SRID). Policy Planning and Monitoring and Evaluation Directorate (PPMED) Ministry of Food and Agriculture (MoFA).
3.	Establish a database system to support Agriculture data management and analysis		Government of Ghana IFAD FAO CIDA		Ghana Statistical Service (GSS). Statistics, Research, and Information Directorate (SRID). Policy Planning and Monitoring and Evaluation Directorate (PPMED) Ministry of Food and Agriculture (MoFA).

3.2. Lessons Learned and Conclusions

Lessons learned

Three critical and interrelated lessons came out of the workshop and are highlighted below.

1. Facilitation is important in ensuring participants are not defensive

Engaging with stakeholders in a self-assessment process, as well as influencing government behaviour, can be a challenging and politically charged process. This is because of the perception of being evaluated or assessed and participants usually would not want to appear to have not done well. In situations like this, participants can often overrate their capacity. There is also the flip side of the perception that there are donor funds coming into the sector, and participants wanting to underscore their capacity. Managing these expectations require adept facilitation, as well as deep, up-to-date, local knowledge, credibility, the ability to work iteratively and to get timings right. This was achieved with the mix of the skills of the consultants' team – bringing international experience and the in-depth local contextual knowledge and experience of the national consultant.

2. *There was latent capacity in RBM through the activities of MAG.*

The Modernizing Agriculture in Ghana (MAG) programme has helped in building capacity within MoFA, on RBM, its importance and use. This scenario meant that at the beginning of the workshop, some of the participants were a bit sceptical about the value added of the AVANTI self-assessments. Having a core team with whom the consultant team had interacted during the adaptation meeting was very helpful. The consultant team had espoused the critical issues around RBM and SDG reporting in Ghana as part of the adaptation meeting. This equipped the core team with the relevant issues to be discussed during the group sessions, especially around the application of the RBM knowledge and skills that already existed in MoFA. The consultant team also honed in on this, and focussed the discussions on the need to harness the existing skills into practice.

3. *IFAD participation provided contextual knowledge and added legitimacy to the process.*

The Country Programme Officer and resident consultant with IFAD attended all sessions beginning from the adaptation, to the AG-Scan workshop itself, and the action planning session afterwards. Supported institutional structures and networks are more important than experience and capability in our RBM. The presence of these IFAD staff not only helped in providing additional contextual clarifications to many issues, it also helped to add legitimacy to the process.

Conclusions and way forward

The AG-Scan workshop provided the opportunity for stakeholders to take stock of the critical issues concerning M&E and SDGs using the RBM lenses while also situating these within the agriculture sector. There are success factors in place in Ghana, for RBM and AG-Scan follow up process, especially with the existence of the Ministry of M&E and the collaborative work between MoFA, NPDC, the Ministry of Finance and the Statistics agency.

The follow-up to the action planning will be critical and the core team is well equipped and capable of taking on the task of further developing the action plan and look for ways of mobilising it. It helps that the IFAD country office was part of all of the processes. The draft action plan derived at the end of the workshop is still in early stages; it needs to be costed and mechanisms put in place to ensure that it aligns with government processes, especially in terms of funding. The IFAD country office is well placed to help explore the support of other development partners given their convening power within the agriculture sector.

It is suggested that early in 2020, the core team under the auspices of MoFA and IFAD, should take another look at the draft action plan. The aim should be to streamline the activities with the existing plans of MoFA, so as to determine areas that are being implemented already as part of existing MoFA processes. The next step should then be a robust costing exercise for the remaining aspects, and to determine the funding sources. A corresponding implementation plan should then be derived after agreeing on funding sources.

Annexes

Annex 1: Participants' List

No.	Name	Surname	Organisation	Position	e-mail	Gender
1	Anthony	Tano	GAC-FSSP	M&E Advisor	nanatano@fsspgh.com	M
2	Augustine	Danquah	PPMED/MOFA	M&E/AE	oppadang125@gmail.com	M
3	Augustus	Kwasi Adu	MoF	Director	kadu@mofep.gov.gh	M
4	Bernice Serwah	Ofori-Baadu	Ghana Statistical Service	Head Agriculture & Env. Section	bernice.ofosubaadu@statsghana.gov.gh	F
5	Bright	Atiase	NDPC	Deputy Director Research, M&E	bright.atiase@ndpc.gov.gh	M
6	Diana Afriyie	Addo	MOTI	Head PPME	afriyieaddo@yahoo.com	F
7	Ebenezer	Dwira	Ministry of M&E	Director	ebenedwira@yahoo.com	M
8	Elfrida A.N.D	Ashong	MESTI	Development Planning Officer	elfridapremier@yahoo.com	F
9	Elizabeth	Adu-Agyei	PPMED-MoFA	Assistant Agricultural Officer	ama3agyei@gmail.com	F
10	Emmanuel	Ayifah	SEND GHANA	Deputy Country Director	emmanuel@sendwestafrica.org	M
11	Geoffrey	Gargar	MoF	Principal Budget Analyst	ggargar@mofep.gov.gh	M
12	George	Baawuah	Monitoring and Evaluation Directorate, MoFA	Senior Agricultural Economist	georgebaawuah@gmail.com	M
13	Gifta Baaba	Arhin	PPMED/MOFA	Assistant Programmes Officer	babybork@gmail.com	F
14	Ibrahim	Nuhu	PPMED/MOFA	Deputy Director	nuhuibrahim@yahoo.com	M
15	Joseph K.	Ahiaku	Regional Agriculture Department - E/R	Regional M&E Officer	jkahiaku@gmail.com , jkahiaku@yahoo.com	M
16	Kwaku	Antwi	Regional Department of Food and Agriculture, Northern Region	Regional M&E Officer	antwikwaku8085@yahoo.com	M
17	Luisina	Solari	IFAD	Consultant	l.solari@ifad.org	F
18	Michael	Kpormegbe	Ministry of Food and Agriculture (MoFA)	M&E Specialist, The Outgrower and Value Chain Fund (OVCF)	mkpormegbe@yahoo.co.uk	M
19	Moro	Haruna	GASIP	M&E Officer	m.haruna@gasip.org	M
20	Patrick Kojo	Ofori	Ministry of Food and Agriculture (MoFA)	Deputy Director and Head of M&E Division Policy Planning Monitoring and Evaluation (PPMED)	oforipat@gmail.com	M
21	Prosper	Glitse	GIDA	Principal Agro-Economist	glitse@gmail.com	M
22	Prosper	Ahalivor	PPBME-OHLGS	Dep. Director Planning	prosperahalivor@yahoo.com	M
23	Sidney Nii Oko	Bampoe Addo	Ministry of Food and Agriculture (MoFA)	Deputy Director , Statistics, Research and Information Directorate	okogeneygh@yahoo.com	M
24	Theophilus	Otchere Larbi	IFAD	Country Programme Officer	t.larbi@ifad.org	M
25	Thomas	Wobill	GAC/MAG Secretariat	RBM Advisor	asafuason@gmail.com	M
26	William	Kodwiv	Itad	National Consultant	wmkodwiv@gmail.com	M
27	Fabiola	Lopez-Gomez	Itad	International Consultant	Fabiola.lopez-gomez@itad.com	F
28	Abdulkareem	Lawal	Itad	Senior International Consultant	abdulkareem.lawal@itad.com	M

Annex 2. SDGs reporting status

Overall reporting status (244 indicators)

43 Reported online 18% 13 Statistics in progress 5% 188 Exploring data sources 77%

Status by Goal



Annex 3: Status of the SDGs linked to the rural development objectives

Rural Policy Objectives	Corresponding National Development Policy Objectives (NMTDPF2018-2021)	Adopted Strategies	Link with SDGs, AU AGENDA 2063	Current reporting status (SDG online platform)
1. Development Dimension: Environment, Infrastructure and Human Settlements				
Modernize agriculture for rural growth and development	Enhance quality of life in rural areas	<ul style="list-style-type: none"> Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development (SDG Targets 2.a, 11.a) Facilitate sustainable use and management of natural resources that support the development of rural communities and livelihoods. (SDG Targets 11.3, 2.2) Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development (SDG Targets 2.a, 11.a) 	SDG Targets 2.a, 11.a SDG Targets 11.3, 2.2	<p>2.a: no indicators selected 2.a.1: Statistics in progress 2.a.2: Reported online</p> <p>11.a: one indicator selected 11.a.1: Exploring data sources</p> <p>11.3: one indicator selected 11.3.1: Exploring data sources</p> <p>2.2: two indicators selected 2.2.1: Reported online 2.2.2: Reported online</p>
Maximize the potential of rural areas towards rural enterprises development and industrialization		<ul style="list-style-type: none"> Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development (SDG Targets 2.a, 11.a) Establish rural service centres to promote agriculture and agro-based industries (SDG Targets 2.a, 11.a) 	SDG Targets 2.a, 11.a	<p>2.a: two indicators selected 2.a.1: Statistics in progress 2.a.1: Reported online 2.b.1: Exploring data sources</p> <p>11.a: one indicator selected 11.a.1: Exploring data sources</p>
Promote sustainable management and utilization of natural resources for the benefit of the rural population		<ul style="list-style-type: none"> Facilitate sustainable use and management of natural resources that support the development of rural communities and livelihoods. (SDG Targets 11.3, 2.2) Provide incentives to attract direct private investments into rural areas. (SDG Targets 2.a, 10.b, 17.17) 	SDG Targets 11.3, 2.2 SDG Targets 2.a, 10.b, 17.17	<p>11.3: one indicator selected 11.3.1: Exploring data sources</p> <p>2.2: two indicators selected 2.2.1: Reported online 2.2.2: Reported online</p> <p>2.a: two indicators selected 2.a.1: Statistics in progress 2.a.2: Reported online</p> <p>10.b: one indicator selected 10.b.1: Exploring data sources</p>

Rural Policy Objectives	Corresponding National Development Policy Objectives (NMTDPF2018-2021)	Adopted Strategies	Link with SDGs, AU AGENDA 2063	Current reporting status (SDG online platform)
				17.17: one indicator selected 17.17.1 Exploring data sources
2. Development dimension: Social Development				
Provide quality socio-economic infrastructure and services in a decent and secured environment	Promote the creation of decent job	<ul style="list-style-type: none"> Develop and promote schemes that support skills training, internship and modern apprenticeship (SDG Targets 8.3, 8.6) Provide infrastructure for the development of businesses (SDG Targets 9.1, 9.4) 	SDG Targets 8.3, 8.6 SDG Targets 9.1, 9.4	8.3: one indicator selected 8.3.1 Exploring data sources 8.6: one indicator selected 8.6.1 Exploring data sources 9.1: two one indicators selected 9.1.1 Exploring data sources 9.1.2 Reported online 9.4: one indicator selected 9.4.1 Reported online
3. Development dimension: Economic Development				
Promote financial inclusion in Rural communities	Enhance monetary discipline and financial stability	<ul style="list-style-type: none"> Reform financial sector to include deepening financial markets, financial inclusion, supervision and regulation of financial institutions, the electronic payments system and reviewing base rates across banks 	SDG Targets 8.10, 9.3	8.10: one indicator selected 8.10.1 Exploring data sources 9.3: two one indicators selected 9.3.1 Reported online 9.3.2 Exploring data sources

Source: Adapted from the Rural Development Policy (2018), p.p. 51-5

Annex 4: Take Away from Sessions

1. Linking MoFA activities and deliverables to the SDGs
2. When policies come out one must research and know where these policies are taken from for evidential purposes.
3. Having the capacity to monitor and evaluate project/programme implementation is as important as the funding of projects/ programmes
4. Key elements of AVANTI: ensure ownership; connect with each other; support in the design of locally developed action plan
5. RBM contributes optimally to achieve results and it informs policy formulation
6. As an M&E specialist, there is the need for me to be abreast with relevant policy documents in order to measure outcomes of intervention programmes in such policy documents.
7. How a comprehensive strategy for agricultural statistics could help to track, monitor and report on SDG Agric indicators. The implementation of such strategy is also important but the data should be in disaggregated form as per the theme of SDGs, “No one should be left behind.”
8. The AG-Scan Tool and how it to use it to assess RBM capacity of institutions.
9. The scale for determining the level at which the agriculture sector is in terms of accountability and partnership
10. I learnt that, harmonization of plans and frameworks depend on how key stakeholders are aware and prioritize key M&E related documents/ plans towards building frameworks that can be used to track and report on the achievement of SDGs.
11. L-Leadership, E-Monitoring and Evaluation, A- Accountability, P-Planning and Budgeting, S-Statistics
12. Get to know the stage of MoFA in using RBM tools to feed into policy decisions (in terms of leadership)
13. Strengthen M&E by Self-Assessment will help in develop-ping action plans which will help achieve SDGs
14. The five pillars of Ag-Scan namely: Leadership, Evaluation and Monitoring, Planning and Budgeting, Accountability, and Statistics.
15. Content of Ag-Scan, the 5 pillars: Leadership, Evaluation and Monitoring, Accountability and Partners, Planning and Budgeting and Statistics

Annex 4: Responses to the workshop evaluation questions

Question 1A: What is the most important thing you learnt in the workshop?

About two-thirds of the respondents spoke about RBM and the AG-Scans. The narrative on RBM centred on its importance, the need to institutionalise the process at all levels, as well as its application in strengthening leadership and in reporting progress against the SDGs. On AG-Scans, the narrative centred on a better understanding of the 5 pillars, and its usefulness for undertaking self-assessments. The process was thought to be quite revealing in terms of the capacity gaps that exist. Other participants spoke about the need to strengthen M&E systems as well as the importance of aligning MoFA activities and reports to the Statistics Service of Ghana.

Question 1B: What were the biggest challenges for completing the assessment and identifying activities for improvement?

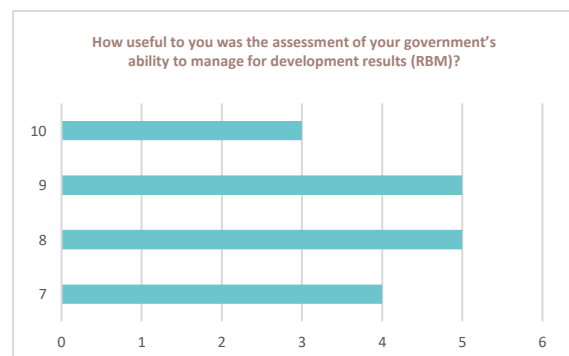
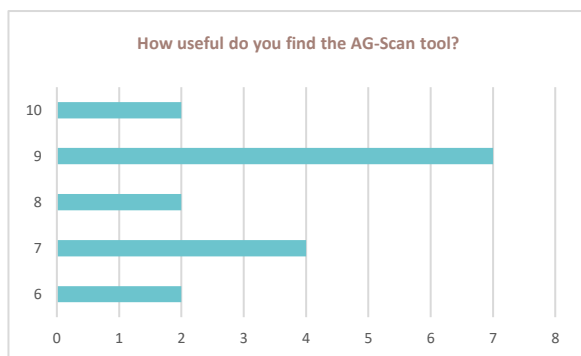
The overarching challenge mentioned by participants was that of agreeing on the exact stage at which the capacity areas were at. This is because of the relatedness of the progressive criteria. Related to this was the perception that undertaking a self-assessment is usually difficult – there is the challenge of trying to identify and agreeing on the level of your capacity and accepting gaps that needs upgrading. It's often tempting to refuse your real level when using the criteria. Other participants mentioned the fact that the information on some of the questions were limited, while not having a comprehensive understanding of all the workings of the different units was slightly challenging – although having a diverse group of people in the groups was helpful.

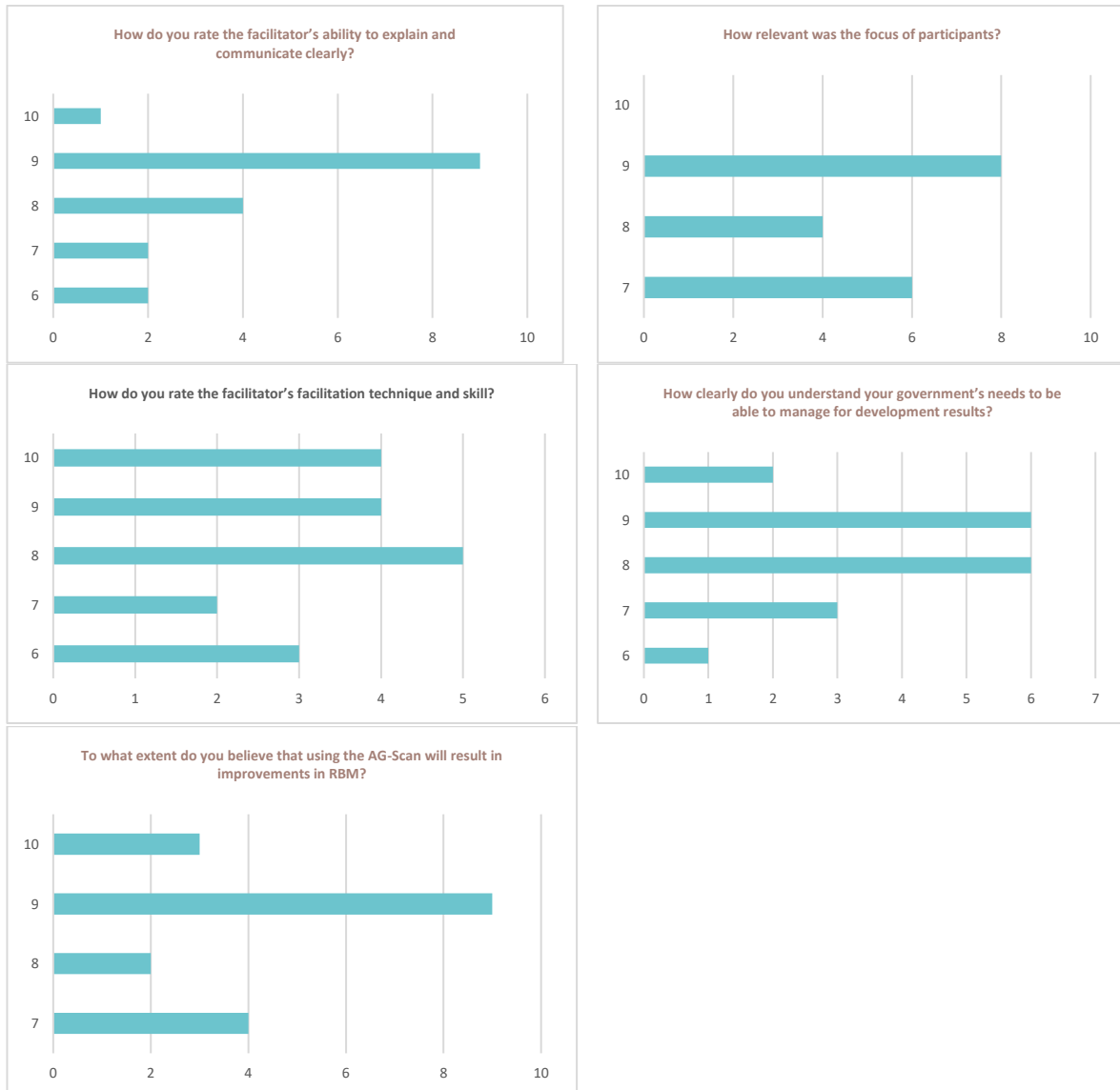
Question 2: Would you recommend the AG-Scan methodology to another institution or would you use it again after some years to see the progress of the ministry?

All of the 18 participants responded positively to question 2 above, saying that they would recommend the AG-Scan tool to another institution and would also use the tool again.

Question 3: Please validate from 0 (minimum/nothing) to 10 (maximum/a lot) following criteria.

Seven (7) issues were raised under this question. The figures below show that participants scored all the criteria a minimum of 6 out of 10.





Question 4: What could have improved the workshop?

All but three of the participants alluded to having more time for the workshop, as the main issue that could have improved the workshop. It was observed that having one or two more days for the workshop would ensure that more time was allocated to the tasks, and also more time to have discussions after the presentations. Some participants also talked about the need to make materials available to all participants well ahead of time

Question 5: Any other comments please?

There were only five responses to this question. Some of the comments were similar to earlier issues around more time for the workshop and the need to have sent all materials to participants ahead of the workshop. Another comment stressed the need for IFAD to follow through in making sure that all the “nice things” discussed are effectively implemented. One comment was about the hotel room not being very good.