



**2015 ReSAKSS Annual Conference**  
**Addis Ababa/Ethiopia/1-3 September**

**“The ECOWAS Experience in  
Establishing a Regional Agriculture Joint  
Sector Review in Support of the Next  
Generation of NAIPs”**

*Mrs. Fatmata Lucia SEIWOH, ECOWAP/CAADP M&E Officer,  
Directorate Agriculture & Rural Development*

**« ...ECOWAS OF PEOPLE ... »**



# **OUTLINE**

- I. MUTUAL ACCOUNTABILITY**
- II. JOINT SECTOR REVIEW**
- III. REGIONAL JOINT SECTOR REVIEW**
- IV. LESSONS LEARNT SO FAR**

# I. MUTUAL ACCOUNTABILITY

1. Mutual accountability is rooted in Managing for Development Results (MfDR), which is a management approach that involves using performance information at all stages of the development process to make better and more effective decisions and steer development efforts toward clearly defined goals (AfCoP 2012).
2. Each Stakeholder takes accountability and responsibility for their actions within the framework of collective action.
3. Since the launching of the Comprehensive Africa Agriculture Development Programme (CAADP) in 2003, the demand for inclusive stakeholder participation in setting policy and investment priorities and, consequently, for mutual accountability in the agriculture sector has increased.
4. To facilitate the mutual accountability process, the CAADP Mutual Accountability Framework (MAF) was developed (AUC-NPCA 2011).



## **I. Mutual Accountability – MAIN AIM**

To increase the incentives and collective responsibility for governments and development partners to achieve their development goals.



# I. Mutual Accountability – Associated challenge

Given the existing power in aid relationships, mutual accountability is perhaps the most difficult to put into practice since

- It requires that both donors and partner countries who are recipients of development assistance should be accountable to each other, in the achievement of development results.
- It recognizes that in a true development partnership, each of the partners must come good on their commitments for the shared goals to be realized.



# The following should obtain in Mutual Accountability

1. A shared agenda and objectives that brings together all the partners as a basis of cooperative action
2. Existence of performance information based on mutually agreed performance criteria
3. Genuine dialogue and debate process based on mutual consent, common values and trust



# Elements of an Effective Mutual Accountability Mechanism

- 1. Evidence:** A measure of technical credibility based on definition, quality, clarity, lack of bias, and availability of performance information (which is the 'currency' of accountability).
- 2. Ownership:** A key dimension in a cooperative framework reflecting the importance of building and sustaining consent, commitment, credibility, trust and common values.
- 3. Debate:** This concerns the extent to which mechanisms stimulate informed debate and ensure parties provide clear reasoning for performance – through informal or formal mechanisms.
- 4. Behavior change:** The accountability impact of mechanisms – which follows from levels of evidence, ownership, and debate.



# JOINT SECTOR REVIEW

- It is a key instrument for promoting mutual accountability, for which a set of guidelines has been developed to assist country stakeholders to develop and implement (see CAADP MA-M&E JAG 2012).
- JSRs provide a platform to assess the performance and results of the agriculture sector and in turn assist governments in setting sector policy and priorities.
- Specifically, they aim to assess how well state and non-state stakeholders implemented pledges and commitments stipulated in the CAADP compacts, NAIPs, and related cooperation agreements in the sector.
- By allowing a broad spectrum of stakeholders to get insights into and influence overall policies and priorities of the sector, JSRs serve as a management and policy support tool for inclusive stakeholder planning, programming, budget preparation and execution, monitoring and evaluation, and overall development of the sector.





## AIMS of a JSR

1. Describe and analyze the structure, conduct and performance (SCP) of the sector against mutually-agreed milestones and targets (including actions agreed in previous JSRs).
2. Identify strengths, weaknesses, opportunities and threats (SWOT) in the sector.
3. Based on the results and findings in the above, make recommendations for improving performance (RfIP) in the sector.



# JSR content, scope, data and methods

1. Mutually agreed milestones and targets must be established
2. These are articulated in documents such as the CAADP compacts, NAIPs, and New Alliance Cooperation Frameworks, which we use the term “cooperation agreements” to collectively refer to them.
3. The review process takes into account:
  - Progress in Development Results (usually associated with medium- to long-term outcomes for the country as a whole such as reducing poverty and hunger, increasing food and nutrition security, increasing household incomes, increased competitiveness, among others)
  - Agricultural Sector Performance (Growth and Trade)
  - Progress in Meeting Financial and non-Financial Commitments
  - Policies, Programs, Institutions, and Implementation Processes
  - Linkages, Enabling Environment, and Assumptions
4. Detailed data on different variable, measured at different levels and over many years
5. Multiple methods are used based on the SCP against mutually –agreed actions, targets and milestones as well as the analysis of SWOTs



## JSR Assessments in ECOWAS

- ECOWAS in collaboration with ReSAKSS and IFPRI have been able to conduct Agriculture Joint Sector Reviews (a key instrument for supporting mutual accountability and implementing the CAADP Result Framework) in seven countries (Burkina Faso, Ghana, Niger, Senegal, Benin, Cote D'Ivoire and Togo) in West Africa since 2014.
- Such reviews provide a platform to collectively review the effectiveness of policies and institutions in the agricultural sector as well as assess the extent to which intended results and outcomes in the sector are being realized.
- It serves as a management and policy support tool for inclusive stakeholder planning, programming, budget preparation and execution, monitoring and evaluation, and overall development of the agricultural sector.



# Background of Regional JSR

## WHY A JSR ASSESSMENT AT THE REGIONAL LEVEL?

- To better understand the JSR process in practical terms
- To enhance more learning and sharing
- To set the basis for effective support to Member States in their JSR assessments and other MA related issues

Therefore, since January 2015, ECOWAS Commission with funding from USAID engaged IFPRI/ReSAKSS to embark on the regional joint review of the Agriculture sector.



# Background of Regional JSR

## IN ANTICIPATION

The review exercise will

- i) evaluate the policy and institutional environment of the implementation of the RAIP and the coordination of NAIPs;
- ii) examine the progress made toward achieving key target outcomes of the RAIP, and thus create baselines for future reviews;
- iii) assess the adequacy of existing review processes in order to effectively carry out such review in the future and identify actions to remedy eventual weaknesses.



## Steps taken towards a regional JSR

- Request IFPRI/ReSAKSS to undertake a RJSR
- Approval and funding sourced for the exercise
- Planning meeting of ECOWAS, IFPRI/ReSAKSS, Africa Lead/ USAID, MSU, AA, Hubrural to
  - identify and discuss key regional policies, programmes and institutions in the agriculture sector
  - Review country-level approach, key activities, methodology, outputs, logistics, and coordination and determine how these can be adapted to the regional process.



## Steps taken towards a regional JSR

- Planning meeting of ECOWAS, IFPRI/ReSAKSS, Africa Lead/ USAID, MSU, AA, Hubrural to
  - Agree on key deliverables, milestones and labour division
  - Discuss how the work will feed into the ECOWAP-10 as well as the November conference including technical support for the preparation of the next generation of investment plans in West Africa.
- A roadmap for a JSR with emphasis on JSR best practices (Develop ToR for the JSR, set up a JSR steering committee, establish a JSR secretariat, etc.)



## **Steps taken towards a regional JSR**

- Implement/update the roadmap
- Create a data warehouse (drop box) for uploading of all documents related to the process
- Develop a comprehensive work plan and budget for the various sections of the JSR
- Carry out analyses including specific studies
- Organize a methodological workshop with the aim of brainstorming on the analytical approach to conduct a review and assessment of the regional agricultural policy (ECOWAP).





## Steps taken towards a regional JSR

- Technical meeting to place all regional players involved in planning on the same page of areas of emphasis
  - review of the JSR content, scope....
  - ECOWAP/CAADP M&E Framework/effectiveness of the implementation of the M&E framework
  - Overview of Malabo declaration (key commitments) and New CAADP Results Framework
  - Updated lists of indicators (ECOWAP/CAADP)



## Steps taken towards a regional JSR

- IFPRI/ReSAKSS Consultants have engaged documents as well as conducted interviews with key informants including ECOWAS, Regional Compact signatories and other regional stakeholders
- Inception workshop on the RJSR was organized in consolidation with NAIP/M&E systems review for MS and regional stakeholders to bring all participants to the same page on the Joint Sector Review processes as a component of Mutual Accountability – with emphasis on the Regional JSR



## Steps taken towards a regional JSR

By the end of the RJSR inception workshop, it was agreed that for more effectiveness:

- ECOWAS should involve different stakeholders at all stages during the implementation of the JSR in order to facilitate ownership of the process.
- MS are to include JSRs into their annual work plans for inclusion into annual budgets
- MS are to inform the general public on the JSR process and its results
- MS are to involve the CAADP Country teams/SC in the implementation of the JSR



## On-going/roadmap of RJSR

Activity	Deadline
Carry out the analyses including specific studies	August 31
Review the analyses	September 15
Prepare the JSR Report	September 15
Technical Validation Meeting	at ECOWAP@10 technical meeting planned 5-7 October 15
Conduct the JSR meeting (as part of the November conference)	23-27 November 15
Follow up on the JSR recommendations	Post November Conference



## **Lessons learnt so far with the process**

- ECOWAS has been able to provide leadership from on the onset of the RJSR planning and this is key to the process
- Technical support by IFPRI/ReSAKSS is very important based on their work in conducting JSR for MS over the years



## **Lessons learnt so far with the process**

- JSR requires adequate time in terms of planning and in a consultative way, at least many months prior to
- Active involvement of the Steering committee especially in leading the process of developing the agenda and ToR for the JSR



## **Lessons learnt so far with the process**

- Timely information sharing especially to the participants of their groups, teams and agenda prior to the JSR helps for effective planning and follow up



**THANY YOU FOR YOUR  
ATTENTION  
QUESTIONS???**

**« ...ECOWAS OF PEOPLE ... »**