JOB DESCRIPTION

Head of Strategy, Monitoring & Evaluation and Knowledge Management

Position: Head of Strategy, Monitoring & Evaluation and Knowledge Management
Unit: Strategy, Monitoring & Evaluation and Knowledge Management
Division: Staff and Strategy
Reports to: Chief of Staff & Strategy
Location: Nairobi, Kenya

Direct Reports:
- Senior Strategy Officer
- Senior M&E Officer
- Strategy Officers
- M&E Officers
- M&E Officer – Knowledge Management (KM)
- M&E Officer – FISFAP & Finance
- GST Officer – Kenya (GST 4)
- Associate M&E Officer
- Data Analyst
- Administrative Assistant

Others Reporting Indirectly:
- GST M&E Officer (x4) – GST 1, GST 2, GST 3, GST 5
- Associate M&E Officers

Job Grade: AG-12

Position Objective (Summary of placement in the function and broad responsibilities)

Overall Purpose:
The Head, Strategy, Monitoring & Evaluation, and Knowledge Management (M&E and KM) is responsible for providing strategic, technical, and operational leadership for AGRA’s Strategy, M&E and Knowledge Management functions. S/He will be responsible for providing operational and technical oversight for AGRA’s strategy and results-based management functions that support evidence-based contextual analysis, learning, decision making, strategic planning and execution, performance management and risk management within a philosophy of continuous improvement. These functions support evidence-based analysis, decision making, strategic planning and execution, strategy performance management and risk management within a philosophy of continuous learning and improvement.

S/He will work closely with the Chief of Staff & Strategy on sound programmatic planning, performance management, and learning to advance an innovative contribution by AGRA in transforming Africa’s agriculture. The inputs, process facilitation and leadership of value adding peer-review and other informed exchanges provided by this Division guide in the strategic planning, implementation and, performance targeting and review linked to specific Program life cycles committed to Funding and other partners for each AGRA Department, Division and Unit.

Role Summary:
S/He works with the Executive Committee and across all programmatic leadership to facilitate sound programmatic planning, performance management, and learning to maximize AGRA’s impact in transforming Africa’s agriculture. S/He is responsible for building institutional partnerships with other key actors that can deliver on AGRA’s M&E and Knowledge Management plans most efficiently and effectively, as well as serving as a thought leader and external spokesperson for AGRA in the African
JOB DESCRIPTION

Head of Strategy, Monitoring & Evaluation and Knowledge Management

agricultural community. Reporting into the Chief of Staff & Strategy, this role is based in AGRA’s Nairobi headquarters and manages a team of 8-15 Strategy, Monitoring & Evaluation and Knowledge Management professionals.

Key Measures of Performance

The performance of this role holder will be assessed on the basis of the achievements made on:

- A functioning and relevant strategic management framework driving and being informed across AGRA’s programme.
- Availability, accessibility and extent of utilization of sound baseline reference data and monitoring data for results management in all AGRA program intervention areas and operational functions.
- AGRA corporate and department strategic plans properly linked to partner commitments and contextual variants.
- Annual AGRA corporate and department implementation performance reviews, objectively verifiable reports of achievement and learning, and updated forward action plans.
- The development, utilization, and routine strengthening of systems and tools for M&E and knowledge management, such as an M&E information system and a knowledge management platform.
- Production and dissemination of key M&E and knowledge products that enhance program delivery within AGRA and/or leverage policy change, partnerships, investment, and/or external program design.
- Strong team management and development across the institution, and delivery of annual unit goals in support of institutional priorities.
- Thought leadership through AGRA’s annual report, flagship knowledge products, and other vehicles that position AGRA as the go to partner and intellectual force for agricultural transformation in Africa.
- Annual Results Report including a relevant ‘transform Africa agriculture’ index or indices providing a reliable indication of the difference that AGRA had made that year.
- Integrated unit to corporate results definition, tracking of achievement and reporting.

Organizational Reporting Structure
JOB DESCRIPTION

Head of Strategy, Monitoring & Evaluation and Knowledge Management

M&E Officers – GST 1, 2, 3, 5

- Senior Strategy Officer
- Senior M&E Officer

Head of Strategy, M&E and KM

- Strategy Officer
- M&E Officers

M&E Officer KM

Data Analyst

Administrative Assistant

Associate M&E Officer

Key Responsibilities

- Manages AGRA’s overall corporate strategic planning, and monitoring and review implementation progress against short and medium term measures and longer term impact.
- Tracks key strategic performance measures for each Department and Division, and lead the identification of performance gaps, their implication and means of mitigation.
- Leads in the design and implementation of the AGRA’s strategic framework of M&E design and implementation; and the extraction, compilation, analysis and presentation of the generated know how through proactive processes of learning and sharing (Knowledge Management, KM).
- Facilitates the regular updates of the corporate, departmental and divisional strategies and contributes to the baseline reference and evaluative knowledge
- Leads in the program performance evaluation working closely with the program leadership and the departments’ M&E Officers to institute performance metrics at the design and development stage of initiatives, and to provide evaluative feedback throughout the execution stage.
- Leads in the design and the day to day effective operation of an M&E system that enables AGRA, its grantees and funding partners for purposes of achievement monitoring, learning, and resource and individual performance accountability for all levels and AGRA functions.
- Facilitates process improvements through introduction of methodological innovations, applications of results-based management and by promoting the effective dissemination of and use of M&E findings, lessons and recommendations.
**JOB DESCRIPTION**

**Head of Strategy, Monitoring & Evaluation and Knowledge Management**

- Tracks, documents and methodically archives AGRA corporate achievement of set performance measures and targets supported by accumulated, validated and easily accessible evidence of Divisional/Program performance.
- Prepares and presents performance reports to divisional heads to inform day to day management decisions, share and disseminate.
- Advises on areas where tracking, documentation and reporting can be enhanced to improve results management, and accountability to partners, including each country where AGRA works.
- Works with all AGRA’s Divisions to oversee development and institutionalization of tracking metrics and success criteria.
- Works closely with the Communications Division to support in the attractive and credible packaging and presentation of reports and other technical documents towards AGRA’s communication objectives.
- Advises the Chief of Staff & Strategy and AGRA Management on the implications of ongoing contextual developments and AGRA work evaluation findings.
- Builds institutional relationships, promoting dialogues with AGRA partners and other stakeholders through participation in joint evaluations, and inter-agency sharing of M&E results, learning and dissemination.
- Mentors all AGRA’s Divisions in the development and institutionalization of tracking metrics and success criteria.
- Builds and manages a team of 8-15 Strategy, M&E and Knowledge Management professionals in a matrixed reporting environment across all of AGRA’s priority countries and programmatic and operational functions.
- Expands AGRA’s staff knowledge through collating information from across all AGRA Divisions, country and regional offices and sharing it across the organization.
- Advises on areas where tracking, documentation and reporting can be enhanced to improve results management, and accountability to partners, including each country where AGRA works.
- Achieves talent development of existing staff, hiring new staff as necessary and manages team dynamics of the team to ensure a high-performance team.
- Communicates results through written and verbal communication.
- Directs and provides coaching to relevant technical and administrative staff.

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<th>Delivery</th>
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<td>Directs the program teams in the effective and efficient implementation of the guidelines for documentation and sharing program of outputs and processes to raise visibility of AGRA’s results and impact, empower learning, and energize innovation platforms.</td>
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<td>Directs the preparation, review, editing and publishing of synthesis evaluation reports in support of the appropriate Divisions and Programs.</td>
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**JOB DESCRIPTION**

**Head of Strategy, Monitoring & Evaluation and Knowledge Management**

- Achieves sustainable and objectively verifiable impact within each AGRA program country in liaison with the program leaders.
- Creates and presents performance reports for Divisional Chiefs to inform day to day management decisions, share and disseminate
- Achieves AGRA’s communications objectives by collaborating with the Communication division to create attractive and credible packaging and presentation of reports and other technical documents Tracks, documents and methodically archives AGRA corporate achievement of set performance measures and targets supported by accumulated, validated and easily accessible evidence of Departmental and Divisional/Program performance.
- Creates and monitors the operating budget for the Unit.

**Requirements (Education, experience, technical competencies required of the job)**

**Academic and Professional Qualifications:**

- Master’s degree development economics, sociology, statistics, agriculture and rural development or related fields
- Specialized qualifications in the field of evaluation such as accreditation through globally or regionally recognized evaluation professional associations would be an advantage.

**Relevant Experience:**

- Minimum 10 years of mid to senior level management experience in delivering agriculture or development related programmes
- Minimum 5 years’ experience in international development in a senior role formulating strategy and the design of strategic frameworks, strategy implementation & tracking tools
- 5 years’ experience managing the M&E function in a complex agriculture related International organization.
- A working knowledge of French will be an advantage

**Key Competencies**

a) **Strategic Orientation:** focus on the big picture and overall Strategic Framework. Ability to identify and pursue strategic initiatives which provide the greatest value and sustainable impact; balances long and short-term trade-offs; communicates clearly and precisely the strategic goals and the strategies for achieving them.

b) **Leadership:** Demonstrates ability to mobilize, focus, align, and build effective groups to enable them to conceptualize and achieve collective objectives. Inspires Trust and Passion in the AGRA Mission: Ability to show great drive and commitment to AGRA mission; help others understand how their daily work contributes to the AGRA’s mission and inspires others to proactively meet the AGRA’s strategic objectives in partnership with clients. Maintains high standards of personal integrity and provides support for professional development efforts linked to business objectives.

c) **Customer and market Orientation:** Demonstrates knowledge of the customers they serve, competitors, suppliers, and the regulatory environment. Provides a balanced a responsive and proactive approach to meeting client needs; encourages staff to understand client needs and concerns; ensures provision of customized services and products as appropriate; Responds promptly and effectively to client and market needs. Adds business value based on own understanding and service of the customers and the market in which they work.

d) **Driving Results:** Demonstrates drive for improvement of business results, based on well-rounded
understanding of general business principles and own activities’ commercial and financial implications.

e) Planning and Organizing:
Devises plans of action with explicit paths and measures of accomplishment for self and/or others, and allocates suitable resources so that objectives are achieved. Strong administration skills.

f) Technical Competencies for the position:
Demonstrates knowledge of all own work role specific issues. This encompasses the technical skills or knowledge required to perform the essential duties as described in this Job Description. Specific technical competencies: quantitative analytical skills including use of appropriate software, results-based management systems, designing tools and strategies for data collection, analysis and production of reports; In-depth knowledge on MIS, M&E and development issues

g) Accuracy and attention to detail:
High level of accuracy, attention to detail and thoroughness. Ability to maintain a timely and efficient work flow.

h) Managing Resources:
Demonstrates the ability to plan and use resources (people and/or finance and/or physical assets) in accordance with AGRA guidelines and delegated accountability so that objectives are achieved in the most effective manner possible.

i) Coaching and Developing Staff:
A demonstrated capacity for working effectively within multi-disciplinary teams for collective success and provide effective coaching and encourage appropriate development activities in order to support staff in identifying and meeting their training and development needs.

j) Communication and Interpersonal relations:
Exceptional communication skills and ability to represent AGRA externally at high levels. Demonstrates ability to maintain lasting, healthy, and effective one-to-one working relationships with colleagues, suppliers, customers, professional peers, etc.

k) Intercultural Sensitivity and Effectiveness:
Demonstrates ability to cross and bridge different racial, cultural, or business cultures. This requires and is exhibited by personal experience of international or cross-cultural business with improved achievements.

l) Team Work:
Demonstrates productive drive in working with peers, partners, consultants and others to achieve pre-targeted and measurable business results

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<td>Key contacts:</td>
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<td>Internal &amp; External</td>
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<td>• Executive Committee (All VPs and Chiefs of Divisions)</td>
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<td>• Regional Heads and Country Managers</td>
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<td>• Head, Communications</td>
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<td>• Head, Development Cooperation</td>
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<td>• Consultants, researchers and academics.</td>
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<td>Location &amp; Work-Related Travel: Based in Nairobi, Kenya with frequent travel, approximately 25% per month/year.</td>
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<td>Acceptance by Job Holder:</td>
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# JOB DESCRIPTION

**Head of Strategy, Monitoring & Evaluation and Knowledge Management**

I fully understand and accept the terms of this Role Description and all its requirements.

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### Head of Resilience, Climate and Soil Fertility Management

**Position:**

**Function:** Program Innovation & Delivery

**Reports to:** Vice President Program Innovation & Delivery

**Location:** Nairobi, Kenya

**Direct Reports:**
- Program Officer – Resilience, Program Officer - Soil Fertility & Fertilizer Systems

**Others Reporting Indirectly:** None

**Job Grade:** BG-12

### Position Objective (Summary of placement in the function and broad responsibilities)

**Overall Purpose:**
The Head of Resilience, Climate and Soil Fertility Management will be responsible for identifying and implementing high priority transformational ability to address institutional and systemic challenges around Resilience systems, climate change and soil fertility and fertilizer systems. S/he will also be in-charge of supporting AGRA mainstream climate change adaptation into its projects and programs through providing strategic advice to projects and programs on building resilience and adapting to climate change; developing frameworks, strategies and tools; providing training; developing and disseminating learning including through case studies.

**Role Summary:**
The Head Resilience, Climate and Soil Fertility Management will manage any soil related implemented projects, directing the work of the Soil fertility and fertilizer systems development knowledge centers as well as facilitating support to AGRA’s agricultural commercialization activities as pertains to issues of soil fertility and fertilizer systems. Will work with all AGRA Divisions, governments and partners to develop resilient technologies, practices and mechanisms that can withstand shocks and stresses like pests, diseases, drought, frost, floods, price volatility and civil strife impacting agricultural transformation. Will work closely with local and international environmental organizations including meteorological institutions for their support to use the climate lens in resilience and to protect environment. This position reports to the AGRA Vice President Program Innovation & Delivery and works closely with AGRA leadership and other Program Officers to develop partnerships with national and international organizations to expand and scale-up successful programs across Africa and to manage their performance. The Head of Soil Fertility, Fertilizer Systems, Climate & Resilience is a member of the staff Management Committee (ManCo).

### Key Measures of Performance

The performance of this role holder will be assessed on the basis of the achievements made on:

- Execution of interventions for soil health improvements
- Development of balanced fertilizers
- Adoption of improved integrated soil fertility management technology packages that promoted the use of both inorganic and organic fertilizer and agronomic practices
- Capacity building of grantees, public and private sector to build efficient and sustainable fertilizer systems
- Improved climate change adaptation & resilience programs
- Effective cascade of resilience initiatives and measurement of their impact on small holder farmers

### Organization Reporting Structure
JOB DESCRIPTION

Head of Resilience, Climate and Soil Fertility Management

Vice President
Program Innovation & Delivery

- Head of Extension and Capacity Building
- Head of Seed Systems Development
- Head of Input distribution
-- Head of Inclusive Finance

Head of Resilience, Climate and Soil Fertility Management

Head Soil Fertility & Fertilizer Systems

Program Officer - Resilience

Key Responsibilities

- Lead in the development of strong and convincing Resilience, climate and soil fertility systems management policies procedures and strategies and manages implementation
- Leads in the creation and delivery of Resilience, Climate & Soil fertility systems strategies and programs to achieve AGRA’s overall goal and mission for agricultural transformation in Africa
- Drive the implementation of grants strategies to soil fertility and fertilizer systems, climate and resilience that could be brought to scale, and do so in ways that leverage public and private investments
- Lead and acts as a scout and tests new technologies
- Act as the main focal point in AGRA for providing adaptation advice to field-based projects and programs
- Oversee and support the development of best practice in climate change adaptation for the mainstreaming of climate adaptation into AGRA programs and the dissemination to staff.
- Ensure that AGRA activities on adaptation contain lesson-learning and evaluation
- Support the development of funding opportunities for AGRA’s climate change adaptation work as part of a wider climate change fundraising program.
- Contribute to AGRA’s internal reporting, supporter enquiries, communications and fundraising activities
- Ensure relevant evidence from projects and programs is integrated into AGRA’s policies, and strategic planning.

- Advise on the design and implementation of the soil fertility, fertilizer and climate change components of AGRA’s partnership with key donors, specifically ensuring robust monitoring and evaluation indicators are fully embedded.
- Network to develop and share latest thinking on adaptation practice, frameworks, strategies and tools.
- Monitor and disseminate emerging best practice on soil fertility, fertilizer and climate change adaptation strategies, planning and practice and, relevant scientific research developments, particularly as they affect or address biodiversity, ecosystems and vulnerable
JOB DESCRIPTION
Head of Resilience, Climate and Soil Fertility Management

people and their livelihoods in key ecoregions.

- Commission research and publish reports, in consultation with other AGRA colleagues, on adaptation frameworks, strategies and tools.
- Build relationships with environmental and development NGOs, donors and the scientific community and colleagues within AGRA.
- Communicate results through written and verbal communication
- Directs and provides coaching to relevant technical and administrative staff

- Directs all AGRA’s soil, fertilize, climate change adaptation & resilience projects and programs, assuming overall responsibility for the direction and management of the programs and projects under it and mobilizing needed financial, human or organizational resources for program execution
- Set standards for technical and operational excellence in the execution of AGRA initiatives, with a focus on resilience
- Plans and manages the Program’s budget; obtains approvals from senior level management and monitors budget utilization against allocation
- Regularly reports to the VP Program Development & Innovation, and to the President on progress, challenges and constraints of the program team activities.

Requirements (Education, experience, technical competencies required of the job)

**Academic and Professional Qualifications:**

- Ph.D. with emphasis in soil science or advanced degree in natural resources, climatology, environmental studies or related discipline with a sound background in biodiversity or climate change
- A sound understanding of the linkages between ecosystems, biodiversity, human well-being and climate change
- Understanding how to improve soil fertility and improvement interventions with resilience lens
- Fluency in English required; ability to communicate in French will be considered an advantage

**Relevant Experience:**

- Minimum of 10 years’ experience in agricultural development in Africa, with a focus on soil fertility, fertilizer systems, climate and resilience
- Broad understanding of the various aspects of climate change adaptation, particularly frameworks, strategies and tools for implementation.
- At least 10 years’ field-related project and program experience with proven skills in their design, management, monitoring and evaluation and reporting.
- Demonstrable understanding of climate change and conservation challenges in developing countries, with the ability to recognize and work with local and national level priorities to identify linkages between policy and practice.
- Deep knowledge why fertilizer use is extremely low in Africa and what needs to be done to correct the anomaly
- Skills in identifying limitations of national fertilizer regulatory agencies and supporting them to design and implement corrective measures.
- Demonstrable ability to understand complex scientific issues and to communicate and apply them at project and program level.
- Excellent presentation, communication and facilitation skills.
Demonstrable experience of an ability to integrate new and challenging issues into existing areas of work, including through educating, supporting and facilitating others.

Experience in climate change adaptation practice would be welcome, for example managing risk and uncertainty, supporting organizational change, developing community based adaptation, or integrating climate change issues into the design, monitoring and evaluation of conservation and/or development projects and programs.

Cultural sensitivity and ability to respect and work well with people from different backgrounds and disciplines.

The ability to work within complex institutional environments.

Proven ability to work as part of a team, and as part of a wider network, is essential.

The commitment and drive to achieve challenging goals; a problem-solving attitude is essential.

A self-starter with the ability to work where necessary to short deadlines.

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**Key Competencies**

a) **Strategic Orientation:** focus on the big picture and overall Strategic Framework. Ability to identify and pursue strategic initiatives which provide the greatest value and sustainable impact; balances long and short-term trade-offs; communicates clearly and precisely the strategic goals and the strategies for achieving them.

b) **Leadership:** Demonstrates ability to mobilize, focus, align, and build effective groups to enable them conceptualize and achieve collective objectives. Inspires Trust and Passion in the AGRA Mission: Ability to show great drive and commitment to AGRA mission; help others understand how their daily work contributes to the AGRA’s mission and inspires others to proactively meet the AGRA’s strategic objectives in partnership with clients. Maintains high standards of personal integrity and provides support for professional development efforts linked to business objectives.

c) **Customer and market Orientation:** Demonstrates knowledge of the customers they serve, competitors, suppliers, and the regulatory environment. Provides a balanced a responsive and proactive approach to meeting client needs; encourages staff to understand client needs and concerns; ensures provision of customized services and products as appropriate; Responds promptly and effectively to client and market needs. Adds business value based on own understanding and service of the customers and the market in which they work.

d) **Driving Results:** Demonstrates drive for improvement of business results, based on well-rounded understanding of general business principles and own activities’ commercial and financial implications.

e) **Planning and Organising:**

Devises plans of action with explicit paths and measures of accomplishment for self and/or others and allocates suitable resources so that objectives are achieved. Strong administration skills.

f) **Technical Competencies for the position:**

Demonstrates knowledge of all own work role specific issues. This encompasses the technical skills or knowledge required to perform the essential duties as described in this Job Description. Specific technical competencies: quantitative analytical skills including use of appropriate software, results-based management systems, designing tools and strategies for data collection, analysis and production of reports; In-depth knowledge on MIS, M&E and development issues.

g) **Accuracy and attention to detail:**

High level of accuracy, attention to detail and thoroughness. Ability to maintain a timely and efficient work flow.

h) **Managing Resources:**

Demonstrates the ability to plan and use resources (people and/or finance and/or physical assets) in accordance with AGRA guidelines and delegated accountability so that objectives are achieved in the most effective manner possible.

i) **Coaching and Developing Staff:**

...
A demonstrated capacity for working effectively within multi-disciplinary teams for collective success and provide effective coaching and encourage appropriate development activities in order to support staff in identifying and meeting their training and development needs.

**j) Communication and Interpersonal relations:**
Exceptional communication skills and ability to represent AGRA externally at high levels. Demonstrates ability to maintain lasting, healthy, and effective one-to-one working relationships with colleagues, suppliers, customers, professional peers, etc.

**k) Intercultural Sensitivity and Effectiveness:**
Demonstrates ability to cross and bridge different racial, cultural, or business cultures. This requires and is exhibited by personal experience of international or cross-cultural business with improved achievements.

**i) Team Work:**
Demonstrates productive drive in working with peers, partners, consultants and others to achieve pre-targeted and measurable business results.

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**Other Job Requirements**

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**Location & Work-Related Travel:**
Based in Nairobi, Kenya with frequent travel, approximately 50% per month/year.

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**Acceptance by Job Holder:**
I fully understand and accept the terms of this Role Description and all its requirements.

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**Job Holder:**

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**Supervisor:**

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