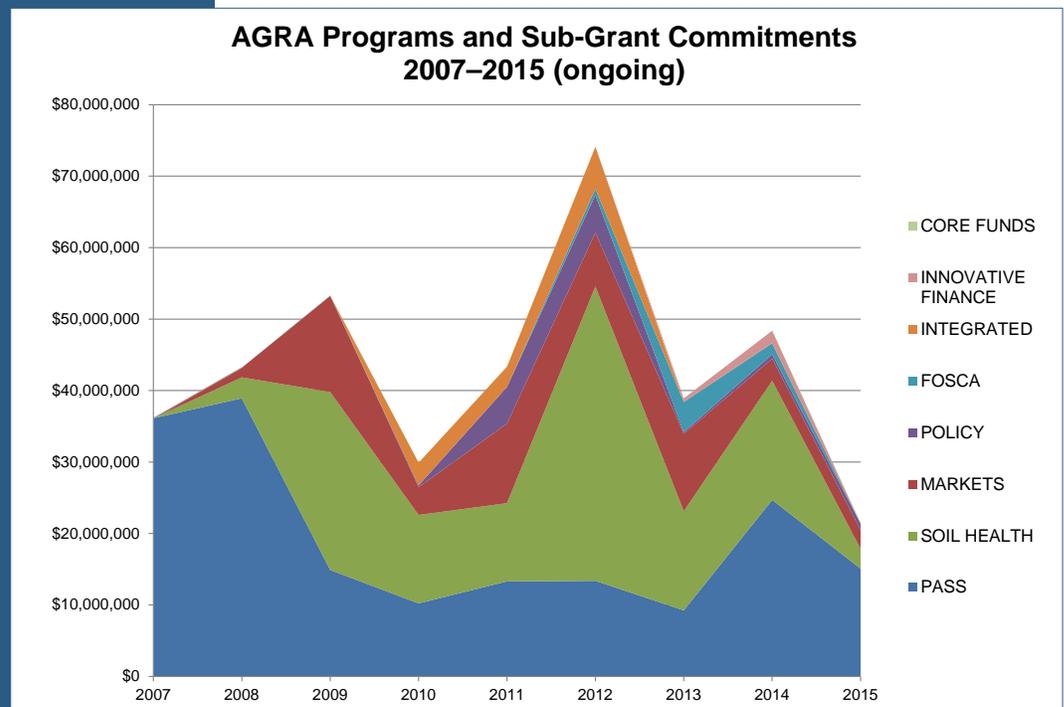


AGRA Institutional Evaluation

Final Report

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Bill & Melinda Gates Foundation

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Executive Summary

The Alliance for a Green Revolution in Africa (AGRA) was created in 2006 after extended consultations between the Rockefeller Foundation (RF) and the Bill & Melinda Gates Foundation (BMGF) for a renewed philanthropic focus on smallholder, staple crop agriculture. The partnership preceded broad donor support for African agricultural which came in response to the African Union’s Comprehensive Africa Agriculture Development Programme (CAADP), global food commodity price spikes, and deepened social and environmental pressures. AGRA’s mission is to catalyze a uniquely African “Green Revolution” that transforms smallholder agriculture into a highly productive, efficient, competitive, and sustainable system that ensures food security and lifts millions out of poverty. AGRA’s mission underpins two overarching goals that it seeks to achieve by 2020:

- Double the incomes of at least 30 million farm households through productivity improvements and access to markets and finance.
- Ensure that all focus countries are on a pathway to attain and maintain an agricultural transformation through sustainable agricultural productivity growth and access to markets and finance.¹

AGRA’s recently minted 2015–2020 strategy is the institution’s roadmap to realizing these goals through a more intentional integration of its various technical specialties. **With a new AGRA leadership team in place to spearhead the strategy’s implementation, as well as a transition of funding from primarily BMGF-financed, siloed programmatic grants, BMGF asked DAI to conduct an institutional evaluation of AGRA.** The purpose of the evaluation was to analyze AGRA’s achievements to date, determine whether AGRA’s current business and operating models are effective to advance structural changes in the agriculture sector, and provide recommendations to facilitate decision making in the next phase of the partnership between BMGF and AGRA. The backbone of the institutional evaluation is DAI’s evaluation framework, which we adapted from McKinsey & Co.’s 7-S framework and further developed in consultation with BMGF, AGRA, and ITAD.

The evaluation relied on a mix of qualitative and quantitative research backed by an extensive document review process. In consultation with BMGF and AGRA, the evaluation team selected countries to be covered through a weighted prioritization rationale: Tier One countries (highest priority—Ghana, Kenya, Tanzania, and Uganda) were selected for in-person interviews based on their spending and numbers of programs; Tier Two countries (medium priority—Burkina Faso, Ethiopia, Mali, Mozambique, and Nigeria) and Tier Three countries (lower priority—Malawi, Niger, Rwanda, and Zambia) were limited to telephonic interviews and grantee online surveys. In addition to contacting stakeholders in these countries, the evaluation team members conducted telephonic interviews with past and present AGRA board members, BMGF staff, and African agriculture thought leaders from around the globe. The team completed 254 individual interviews. In addition, DAI received 126 completed online surveys from AGRA staff and 151 from AGRA grantees. Evaluation team members also reviewed more than 106 documents to inform, clarify, and support feedback received in the interviews and surveys.

The evaluation’s key findings link to the major elements of its framework—Strategy (including business model), Management and Organization (as manifested in the operating model), Program Effectiveness, Governance, and Monitoring and Evaluation (M&E). **A key Strategy finding is the lack of clarity surrounding AGRA’s core value proposition and business model.** Further, stakeholders articulated concern over the organization’s ability to manage the new programmatic integration while closing out siloed program grants and its ability to raise funds in a more complex, competitive funding environment. Moreover, there was palpable fatigue among staff caused by too frequent, top-down strategy refreshes.

As with AGRA’s value proposition and business model, **external stakeholders noted ambiguity over AGRA’s identity, including its perception as an African institution,** the characteristics of which differed depending upon each respondent’s type of engagement with the institution. Although on a positive trajectory over the past 16 months, there remain **concerns that AGRA’s alignment with national government priorities and CAADP process engagement are less than optimal.** Government representatives themselves articulated a desire for more

¹ AGRA 2015–2020 Strategy.

engagement at the country level. However, **despite this concern, there is much goodwill toward the organization and appreciation for its role as an honest broker and for its political neutrality.**

Management and Organization findings revealed that partners and external stakeholders like AGRA's new leadership and feel it is inspiring confidence and taking action. Similarly, stakeholders noted that **AGRA is making positive changes to yield a more effective operating model, but uneasy staff members still lack clarity over the rationale for these changes.**

Under Program Effectiveness, the evaluation found that all of AGRA's **individual program streams had produced impressive intermediate results.** In particular, **the quality of its technical assistance and capacity building is excellent and distinguished from other grant makers.** However, **the transformational objective remains aspirational and the results to date indicate that AGRA will need more than the next five years to achieve this goal.**

The evaluation benchmarked its Governance findings against the Board Source's *Ten Basic Board Responsibilities of Non-profit Boards* and determined that **AGRA's board emerges with a mix of positives (highly professional membership, gender distribution in line with industry standards) and areas that need improvement (reluctance to shift away from overly optimistic high-level goals, gaps in financial oversight and committee responsibility and engagement).**

On Monitoring and Evaluation, the evaluation found that while **program-level M&E has improved considerably over AGRA's life, it has yet to connect to a higher-level institutional monitoring,** evaluation, and learning platform, most likely due to repeated strategy shifts. In addition, although AGRA is viewed by its immediate partner universe quite positively, it has not disseminated its many successes to a wider, eager pool of interested stakeholders. **Poor institutional communication has resulted in missed opportunities and confusion about AGRA's direction.**

PRINCIPAL RECOMMENDATIONS

Resource Diversification. Assuming that BMGF maintains its current overall annual investment level in agriculture and has an allocation policy that spreads its grant portfolio risk, we recommend reinvestment in AGRA at the 10–15 percent level (a level of \$40–45 million annually over the plan period) given good performance of AGRA against BMGF expectations, strong leadership, and the high potential of AGRA’s 2015–2020 strategy (and to-be-strengthened unique and independent value proposition). AGRA has obtained funding from 24 other donors besides BMGF and RF. These donors taken together provided just under 43 percent of AGRA’s total pledged funding of nearly \$891 million from 2006 through mid-2015. We recommend that AGRA also seek other fund hosting opportunities to support its Component 2 objectives.

Strategy: AGRA needs to clarify and communicate its business model and unique value proposition as an African-led grants retailer/capacity builder and a politically neutral and trusted convener, policy influencer, builder of a trusted partner ecosystem, and knowledge disseminator that is distinct from BMGF and RF. The organization requires a clear communication strategy and tactics and materials that articulate its approaches, its partnerships and the types of organizations, companies, and initiatives it supports, and its value added. The leadership team then needs to ensure that staff and AGRA board members understand and internalize these messages so that they can articulate them clearly to partners with which they work and agricultural stakeholders with whom they engage. Moreover, AGRA must modify its theory of change to strengthen the linkage between and measure of how outcomes translate into food security and reduced poverty impact, and how results are attributed to AGRA investments.

Identity: AGRA should establish a multidisciplinary identity task force that has representation at meetings and forums where the business model and value proposition discussions and decisions take place. The task force must link AGRA’s unique value proposition and business model to re-fashion its institutional identity (African-led, politically neutral entity that is distinct from BMGF and RF and has a seat at CAADP/Regional Economic Communities/national governments’ tables) and then develop common, consistent messaging, test this messaging with staff, refine it, and work with senior leadership to embed and reinforce it throughout the organization and share it widely with external stakeholders.

Management and Organization/Structure: AGRA must clarify the process for ongoing structural changes with staff through multiple means, such as town hall meetings, one-on-one meetings, focus groups, and task forces. Such interaction will bring staff into the process of identifying the challenges and solutions, particularly fast-tracking development of matrix management guidelines development (already underway) and interaction/integration modalities between different strategy components, functional and regional areas, and country offices. AGRA should further decentralize to increase country office presence in Component 1 countries, conferring greater authority on country offices to engage national government, donor, and private sector stakeholders and identify grant-making opportunities.

Management and Organization/Systems and Procedures: AGRA must implement the newly re-engineered systems and procedures and monitor their efficacy in meeting the goals of integration, aligning with the new strategy and country plans and introducing significant improvements in efficiencies and results. Specifically, management must accelerate development of a comprehensive communication strategy that links external and internal communications. Externally, communications should focus on promoting AGRA’s successes beyond the website. A core component should be communication to governments, bilateral/multilateral donors, and other key country/continental stakeholders. Successful communications should be one of the performance objectives of several senior AGRA managers. Country heads—and appropriate subordinates—should also be held accountable for successful communications.

Management and Organization/Managerial Competencies: AGRA must immediately train its managers in matrix management guidelines and performance management systems. If it is not doing so already, AGRA must develop a talent identification and retention strategy, including training and mentoring for middle managers in effective leadership, fund raising, decision making, and communications. Finally, AGRA must align jobs and job descriptions with the unique objectives and programs in each country business plan.

Management and Organization/Technical Competencies: AGRA must enhance existing and add more technical competencies in private agribusiness, policy, regulatory reform, advocacy, political awareness, innovative financing, and stakeholder engagement. As the sector continues to innovate, AGRA must acquire information and communications technology expertise to remain competitive. In addition, with much more funding tied to climate change resilience, AGRA must seek competencies that integrate climate change resilience strategies into agricultural development.

Management and Organization/Culture: As with identity, AGRA should create a committee charged with identifying ways to bridge the current cultural dichotomy and create a “blended” culture. The committee should be represented in business model/value proposition meetings and discussions, meet regularly, and work closely with the identity task force to ensure that value articulation (culture) is consistent with identity articulation and in line with AGRA’s business model. The culture committee should work with the Head of Communications to communicate AGRA’s work, results, and successes internally to build pride and reinforce the organization’s emergent culture. In addition, AGRA must rectify the perceived imbalance in how the organization values its science and non-science staff through one-on-one meetings, focus groups, and other forums that will bring staff into the process of identifying challenges and solutions.

Governance: In line with the Governance Enhancement Initiative, the board needs to strengthen committees—particularly the Governance and Nominations Committee—to work more effectively and deliver against realigned objectives and authorities. The AGRA board should limit the scope of the Grants Review Committee to grants over \$1 million and cede the remainder of grant approval responsibility to management for all grant making under \$1 million. The board should ensure that adequate oversight authority is being provided by the Programs and Policy Committee on grant issues. Finally, we recommend that BMGF and RF board members do not sit on the Programs and Policy nor their staffers on the Grants Review Committees.

Monitoring, Evaluation, and Learning: AGRA needs to reposition the role of its M&E team from that of an independent research function to one that is more focused on producing institutional-level evidence of impact and data and information that will inform programs and policies. AGRA should establish baseline indicators and measures against which the new strategy can be assessed and develop an approach to evaluate institutional-level impact and measure and evaluate “return on investment.” Finally, we recommend that AGRA establish, as a matter of priority, a knowledge management practice that will develop systems and services to capture, organize, share, and disseminate data and information.

AGRA Institutional Evaluation 2016

After nine years of AGRA-Bill & Melinda Gates Foundation (BMGF) partnership, BMGF asked DAI in early 2016 to conduct a comprehensive assessment of AGRA's operating model and strategy, institutional effectiveness, and value added in the African agricultural sector. The purpose of the evaluation was to analyse AGRA's achievements between 2006 and 2015, determine whether AGRA's business and operating models are effective to advance structural changes in the agriculture sector, and provide recommendations to facilitate decision making in the next phase of the partnership between BMGF and AGRA.

The evaluation relied on a mix of qualitative and quantitative research backed by an extensive document review process. In consultation with BMGF and AGRA, the evaluation team selected countries to be covered through a weighted prioritization rationale, using in-person interviews to a range of stakeholders, telephonic interviews and grantee on-line surveys. Countries involved in the assessment included Ghana, Kenya, Tanzania, Uganda, Burkina Faso, Ethiopia, Mali, Mozambique, Nigeria, Malawi, Niger, Rwanda, and Zambia.

The evaluation's key findings link to the major elements of its strategic framework, Management and Organization, Program Effectiveness, Governance, and Monitoring and Evaluation. Key findings included 1) the lack of clarity surrounding AGRA's core value proposition and business model, 2) ambiguity over AGRA's identity, including its perception as an African institution, 3) concerns that AGRA's alignment with national government priorities and CAADP process engagement are less than optimal, though with much goodwill and appreciation for AGRA's role as an honest broker and for its political neutrality, 4) a general view by partners and external stakeholders' confidence in the then new leadership with an acknowledgement that it is making positive changes to yield a more effective operating model, 5) AGRA's individual program streams has produced impressive intermediate results, in particular, the quality of its technical assistance and capacity building termed as excellent and distinguished from other grant makers, 6) the transformational objective of AGRA remains aspirational and the results to date indicate that AGRA will need more than the next five years to achieve this goal, 7) AGRA's board emerges with a mix of positives including highly professional membership and good gender distribution in line with industry standards, though with reluctance to shift away from overly optimistic high-level goals, gaps in financial oversight and committee responsibility and engagement, and 8) Despite AGRA being viewed by its immediate partner universe quite positively, it has not disseminated its many successes to a wider, eager pool of interested stakeholders due to its rather poor institutional communication mechanisms.

The AGRA Institutional Evaluation (2016) included some recommendations. The dashboard below outlines our response.

AGRA Institutional Evaluation (2016) Dashboard: Response updated May 2021

| Area | Recommendation | Response |
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| Resource Diversification | <ul style="list-style-type: none"> Assuming that BMGF maintains its current overall annual investment level in agriculture and has an allocation policy that spreads its grant portfolio risk, we recommend reinvestment in AGRA at the 10–15 percent level (a level of \$40–45 million annually over the plan period) given good performance of AGRA against BMGF expectations, strong leadership, and the high potential of AGRA’s 2015– 2020 strategy (and to-be-strengthened unique and independent value proposition). AGRA has obtained funding from 24 other donors besides BMGF and RF. These donors taken together provided just under 43 percent of AGRA’s total pledged funding of nearly \$891 million from 2006 through mid-2015. We recommend that AGRA also seek other fund hosting opportunities to support its Component 2 objectives. | <ul style="list-style-type: none"> In the current strategy, AGRA is pursuing a donor diversification strategy to crowd in additional donors not only to support AGRA’s strategy but also to build alignment and reduce fragmentation of donor financing towards agriculture. In 2017, AGRA together with her partners launched the Partnership for Inclusive Agriculture Transformation in Africa (PIATA). PIATA is a unique strategic partnership grounded on a shared results framework that enables African agriculture actors to do business differently as they support leaders to drive an inclusive agricultural transformation. The innovative partnership is driving integrated delivery within agro-economic zones and across value chains, enhanced in-country coordination to leverage wider investments, and deliberate engagement with the private sector to build sustainable systems that will transition agriculture from subsistence into a business that works. Members include BMGF, USAID, Rockefeller Foundation (RF), FCDO and German Cooperation. PIATA builds off of the success of the ‘Seize the Moment’ Campaign launched and run between 2016 and 2017 by AGRA and members including the AU, NEPAD, AfDB, BMGF and USAID and whose aim was to bring together the most prominent actors in African agriculture to speak in a common voice about the needs for the sector and advance public, political and financial commitments needed to drive a sustainable and inclusive agricultural transformation. In the current strategy period, AGRA |



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| | | <p>has been successful in bringing in new donors to fund the strategy. These include FCDO, the German Cooperation, IKEA Foundation, UNDP, GAIN, SNV, FOLU and the Raikes Foundation. AGRA has also built on past engagements with USAID and IFAD for stronger engagement and support towards a shared agenda.</p> |
| Strategy | <ul style="list-style-type: none"> AGRA needs to clarify and communicate its business model and unique value proposition as an African-led grants retailer/capacity builder and a politically neutral and trusted convener, policy influencer, builder of a trusted partner ecosystem, and knowledge disseminator that is distinct from BMGF and RF. The organization requires a clear communication strategy and tactics and materials that articulate its approaches, its partnerships and the types of organizations, companies, and initiatives it supports, and its value added. The leadership team then needs to ensure that staff and AGRA board members understand and internalize these messages so that they can articulate them clearly to partners with which they work and agricultural stakeholders with whom they engage. Moreover, AGRA must modify its theory of change to strengthen the linkage between and measure of how outcomes translate into food security and reduced poverty impact, and how results are attributed to AGRA investments. | <ul style="list-style-type: none"> AGRA launched a fully integrated approach to its work, moving from a series of vertical programmes to considering what should be done at farmer, system, and national level. The Theory of Change agreed with PIATA partners fully took on and demonstrated the linkage between its work and higher level results, with continued evolution over the strategic period towards drawing out impact, both in measurements of yields and food security, but also in real life changes in farmer and SME communities. AGRA invested heavily in developing a strong national and continental role as a neutral and trusted convener. It significantly developed its work in policy and leadership. It has adopted an integrated corporate and country level communications strategy and capacity. |
| Identity | <ul style="list-style-type: none"> AGRA should establish a multidisciplinary identity task force that has representation at meetings and forums where the business model and value proposition discussions and decisions take place. The task force must link AGRA's unique value proposition and | <ul style="list-style-type: none"> Through our work on sector coordination, we have set up in partnership with country stakeholders, the Agriculture Sector Working Groups (ASWG) which are sector coordination platforms inclusive of stakeholders from government, the private sector, |



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| | <p>business model to re-fashion its institutional identity (African-led, politically neutral entity that is distinct from BMGF and RF and has a seat at CAADP/Regional Economic Communities/national governments' tables) and then develop common, consistent messaging, test this messaging with staff, refine it, and work with senior leadership to embed and reinforce it throughout the organization and share it widely with external stakeholders.</p> | <p>donors, and civil society which are functional. These working groups include AGRA where our value proposition is clarified. AGRA is fully appreciated as a neutral thought leader and trusted broker, which has enabled us to mobilise resources for investments and provide cohesion for prioritized plans and programmes.</p> <ul style="list-style-type: none"> • We have successfully facilitated the establishment and provided support to the well functioning CAADP coordination focal point/unit at country level which are interacting with the African Union offices and the Regional Economic Communities (RECs) to drive the implementation of the CAADP commitments. This also includes common messaging across the board including staff and external stakeholders. |
| <p>Management and Organization/Structure:</p> | <ul style="list-style-type: none"> • AGRA must clarify the process for ongoing structural changes with staff through multiple means, such as town hall meetings, one-on-one meetings, focus groups, and task forces. Such interaction will bring staff into the process of identifying the challenges and solutions, particularly fast-tracking development of matrix management guidelines development (already underway) and interaction/integration modalities between different strategy components, functional and regional areas, and country offices. AGRA should further decentralize to increase country office presence in Component 1 countries, conferring greater authority on country offices to engage national government, donor, and private sector stakeholders and identify grant-making opportunities. | <p>AGRA under the overarching initiative of decentralization has been carrying out multiple initiatives to ensure our teams that are closest to the farmer and stakeholders are empowered. Some of these initiatives are as follows:</p> <ol style="list-style-type: none"> 1. Completed transfers of Country Program Officers from the capitol city to districts that are closest to the area of work. 2. Gave full employee accountability to Regional Heads who are now direct line managers for all staff working and based in the region of responsibility. 3. Country Managers were upgraded in terms of seniority within the AGRA hierarchical system and provided with an annual incentive structure as a recognition of their strategic importance to the work of the organization. |



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| | | <ol style="list-style-type: none"> 4. Through various staff communication fora like, Monthly Town Halls, Quarterly Management Reviews, Cross-Regional Team Meetings, and Staff Council engagements, AGRA continues to provide a platform for staff to channel ideas on how to make decentralization work. AGRA is also leveraging on doing spot surveys to get real time feedback on staff concerns and ideas for improvements. 5. A review of the decentralization model is also underway with engagement and consultation of all regional and country heads to further optimize this model. These recommendations will be finalized and submitted in Q3 2021. 6. The AGRA Leadership Journey commenced in Q4 of 2020 and will be running for the next 18 months encompassing about 100 leaders across the organization. One of the outcomes of this programme is to build capability of our leaders especially those operating at country and regional level to help them meet the leadership demand that come with decentralization. 7. There is a deliberate drive to place and recruit senior resources at country level rather than at HQ to bring a more visible presence in countries of operations and drive strategic stakeholder engagements. |
| <p>Management and Organization/Systems and Procedures:</p> | <ul style="list-style-type: none"> • AGRA must implement the newly re- engineered systems and procedures and monitor their efficacy in meeting the goals of integration, aligning with the new strategy and country plans and introducing significant improvements in efficiencies and results. Specifically, | <ul style="list-style-type: none"> • AGRA undertook an organizational review at the start of the strategic period, and fundamentally regeared its operations to support an integrated programme with a country focus. A comprehensive communications strategy was developed and |



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| | <p>management must accelerate development of a comprehensive communication strategy that links external and internal communications. Externally, communications should focus on promoting AGRA's successes beyond the website. A core component should be communication to governments, bilateral/multilateral donors, and other key country/continental stakeholders. Successful communications should be one of the performance objectives of several senior AGRA managers. Country heads—and appropriate subordinates—should also be held accountable for successful communications.</p> | <p>implemented. AGRA has significantly developed its capacities in working with significant stakeholders at continental and national level, and country heads were explicitly tasked and recruited with strategic engagement in mind.</p> |
| <p>Management and Organization/Managerial Competencies:</p> | <ul style="list-style-type: none"> • AGRA must immediately train its managers in matrix management guidelines and performance management systems. If it is not doing so already, AGRA must develop a talent identification and retention strategy, including training and mentoring for middle managers in effective leadership, fund raising, decision making, and communications. Finally, AGRA must align jobs and job descriptions with the unique objectives and programs in each country business plan. • Management and Organization/Technical Competencies: AGRA must enhance existing and add more technical competencies in private agribusiness, policy, regulatory reform, advocacy, political awareness, innovative financing, and stakeholder engagement. As the sector continues to innovate, AGRA must acquire information and communications technology expertise to remain competitive. In addition, with much more funding tied to climate change resilience, AGRA must seek competencies that | <ol style="list-style-type: none"> 1. The AGRA Leadership Journey commenced in Q4 of 2020 and will be running for the next 18 months encompassing about 100 leaders across the organization. One of the outcomes of this programme is to build the capability of our leaders in building a culture of trust and accountability across all leadership levels. 2. The Job Review Exercise was completed in Q3 of 2020 with Job Descriptions reviewed to align with current work realities and aligned to the three job dimensions of Purpose, Engagement and Delivery. 3. The AGRA Competency Framework was also completed in Q4 of 2020 with distinct competencies per job family, and currently this framework is being incorporated into key institutional processes like recruitment, talent management, performance management system and employee development planning. |



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| | <p>integrate climate change resilience strategies into agricultural development.</p> | <p>4. AGRA launched the online Environmental Social Management System (ESMS) Training in April 2021 to ensure that all staff had a solid understanding of environmental and social management issues. This training is mandatory for all staff to enroll and complete.</p> |
| <p>Management and Organization/Culture</p> | <ul style="list-style-type: none"> As with identity, AGRA should create a committee charged with identifying ways to bridge the current cultural dichotomy and create a “blended” culture. The committee should be represented in business model/value proposition meetings and discussions, meet regularly, and work closely with the identity task force to ensure that value articulation (culture) is consistent with identity articulation and in line with AGRA’s business model. The culture committee should work with the Head of Communications to communicate AGRA’s work, results, and successes internally to build pride and reinforce the organization’s emergent culture. In addition, AGRA must rectify the perceived imbalance in how the organization values its science and non-science staff through one-on-one meetings, focus groups, and other forums that will bring staff into the process of identifying challenges and solutions. | <p>In August 2019, AGRA launched the IRISE Values, as an acronym for Integrity, Respect, Innovation, Stewardship and Equity. A multi divisional and geographical team representing members from all organizational levels was constituted and came up with these values after wide consultation over a period of 6 months.</p> <p>The next step in building a culture that we aspire for is to institutionalize these values in key organizational policies. Currently this is being done as follows:</p> <ol style="list-style-type: none"> Integrate behavioral competencies in our Performance Management System so that we have a basis to reward staff who live the values and not just deliver the “what” but also the “how”. Integrate our values into our job descriptions and our recruitment adverts so that both current and potential staff understand the values we espouse. Integrate the values in how we conduct our Talent Reviews and which staff have potential to grow into leadership positions. <p>We also aspire to have a One AGRA where both technical and non-technical staff feel they stand on a common pedestal and are valued similarly. Some of the work we have done here is the following:</p> |



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| | | <ol style="list-style-type: none"> 1. Have staff transferred from a non-technical division to a technical division as opportunities arise. Two staff have been transferred already this year. 2. Include non-technical teams in cross functional teams that are brought together to solve organizational challenges e.g. Values Committee, Crisis Management Committee, Joint Results and Review Meetings etc. 3. Ensure that annual promotions have a fair representation of candidates from both technical and non-technical teams. |
| Governance | <ul style="list-style-type: none"> • In line with the Governance Enhancement Initiative, the board needs to strengthen committees— particularly the Governance and Nominations Committee—to work more effectively and deliver against realigned objectives and authorities. The AGRA board should limit the scope of the Grants Review Committee to grants over \$1 million and cede the remainder of grant approval responsibility to management for all grant making under \$1 million. The board should ensure that adequate oversight authority is being provided by the Programs and Policy Committee on grant issues. Finally, we recommend that BMGF and RF board members do not sit on the Programs and Policy nor their staffers on the Grants Review Committees. | <ul style="list-style-type: none"> • The Board has developed a Board Skills Matrix which sets out the AGRA Board profile, the current skills reflected in the Board as well as skills to be considered in future recruitment. • In 2019, the Board also approved the selection and performance review processes for Board members in response to the Governance Enhancement Initiative recommendations. • The AGRA Programs Committee considered the recommendation on increased threshold for the Grants Review Committees but considered that considering the nature of AGRA’s business, the existing thresholds should be maintained and subjected for review in future. • There are no staffers from BMGF or RF in the Grants Review Committee. This Committee is a subcommittee of the AGRA board and chaired by a member of AGRA’s board (non BMGF or RF) and has three independent members with relevant |



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| | | <p>expertise. Independent committee members are appointed by the AGRA board for a three-year term, renewable for a single additional term. The chair of the subcommittee is appointed by the Chairperson of the AGRA Board.</p> |
| <p>Monitoring, Evaluation, and Learning</p> | <ul style="list-style-type: none"> • AGRA needs to reposition the role of its M&E team from that of an independent research function to one that is more focused on producing institutional-level evidence of impact and data and information that will inform programs and policies. AGRA should establish baseline indicators and measures against which the new strategy can be assessed and develop an approach to evaluate institutional-level impact and measure and evaluate “return on investment.” Finally, we recommend that AGRA establish, as a matter of priority, a knowledge management practice that will develop systems and services to capture, organize, share, and disseminate data and information. | <ul style="list-style-type: none"> • AGRA has fully implemented a comprehensive results framework with baseline data collected, and performance data tracked quarterly. This was then combined with a systematic approach to outcome level data collection by a third party. AGRA has now increased its analytical function to draw together data to speak to the question of higher level of impact. • On knowledge management, AGRA has established systems to capture data and lessons from its grants, its corporate results and initiatives, and how the knowledge of the organization can support thought partnership. |

