

African Women in Agricultural Research and Development (AWARD) 2017-2022 Strategy Evaluation Report

Prepared by



SRI Executive
Search • Strategy • Leadership

ALINE

January 30th, 2023

Table of Contents

Table of Contents	i
List of Figures	ii
List of Tables	iii
Acronyms	iv
Executive Summary.....	1
Chapter 1: Introduction and Background	11
Chapter 2: Approach and Methodology	13
Chapter 3: Findings	18
1. AWARD’s Model: Appropriateness of the Three Pillars and the new strategic approach ...	18
2. Relevance	21
3. Coherence	30
4. Effectiveness	39
5. Efficiency	64
6. AWARD Model: Orientation to Impact	67
7. AWARD Model: Orientation to Sustainability.....	72
Chapter 4: Strategy Development and Implementation	79
Chapter 5: Lessons Learned: Country Case Studies from Kenya, Malawi, Ghana, and Nigeria.....	91
Chapter 6: Challenges, Lessons, and Opportunities	104
Chapter 7: Conclusions and Recommendations	111
Annex	118
Annex 1: Detailed Methodology	118
Annex 2: Descriptive Analysis of Stakeholder Groups	121
Annex 3: Detailed List of Institutions Visited	123
Annex 4: Stakeholder Mapping Decision	124
Annex 5: List of Consulted Documents for M&E Desk Research	125
Annex 6: Agreed Approach to Data Cleaning, Organization, and Analysis.....	126
Annex 7: Gaps identified in Emerging Findings, Agreed Response.....	127
Annex 8: AWARD’s Partnerships.....	128
Annex 9: Glossary of Key Terms.....	130

List of Figures

Figure 1 AWARD's Strategic Approach	12
Figure 2 Evaluation Approach.....	13
Figure 3 AWARD's Three Pillars	18
Figure 4 Inputs, Outputs and Outcomes of AWARD's Three Pillars, from AWARD's 2017-2022 Strategy.....	20
Figure 5 Projects under AWARD's Three Pillars	20
Figure 6 Participant rating of AWARD meeting career progression needs.....	25
Figure 7 Areas in which AWARD has contributed to career progression	26
Figure 8 Participant rating of the application process to the AWARD program.....	26
Figure 9 Participant rating of AWARD's impact on institutional engagement with gender-responsive policies and practices (weighted average, highest possible weighting -5).....	28
Figure 10 Staff assessment (left) and Steering Committee assessment (right) of AWARD Programs' contribution to national policies ambition around gender-responsive agricultural research	29
Figure 11 Staff attestation to AWARD process to regularly review its contribution to country level policy for Gender Equality and Women's Empowerment.....	30
Figure 12 Different outcomes classified on a continuum.....	33
Figure 13 Staff rating of strength of AWARD's relationship with other major organizations in the sector.	38
Figure 14 AWARD staff's rating on clarity of comparative advantage.....	39
Figure 15 Pillar 1 Outcomes, Projects, Donors, and Reach	41
Figure 16 Individual Capacity Strengthening Results Achieved (weighted average, highest possible weight -5) ..	43
Figure 17 Survey respondent rating of areas of AWARD contribution to career progression	44
Figure 18 AWARD impact on survey respondent career progression, sex-disaggregated.....	45
Figure 19 Alumni rating of extent to which participation in AWARD directly contributed to taking leadership (Weighted average, highest possible weight – 5).....	46
Figure 20 Participation in research activities with other AWARD participants.	47
Figure 21 Location of Research collaborators.....	47
Figure 22 Survey respondent areas of collaboration	48
Figure 23 AWARD Training Themes.....	51
Figure 24 Institutional affiliations of Francophone respondents to external survey	52
Figure 25 Extent to which AWARD met Francophone respondents needs	53
Figure 26 Pillar Two Outcomes, Projects, Donors, Reach	54
Figure 27 Breakout of # of individuals trained across GRARD institutions.	55
Figure 28 Top 7 changes seen by survey respondents within their organization following the application of knowledge and skills acquired through AWARD program.....	57
Figure 29 Rating of institutional capacity to embrace gender responsiveness due to engagement with AWARD (Weighted average, highest possible weight – 5).....	58
Figure 30 Pillar Three Outcomes, Projects, Donors, Reach	60
Figure 31 Participant rating of ability to integrate gender into research before participation, immediately after and currently (Highest possible weighting – 5).....	62
Figure 32 AWARD's income 2017-2022	64
Figure 33 AWARD program expenditure by year and by program	64
Figure 34 Cost per beneficiary (in US\$).....	65
Figure 35 impact of AWARD participation on taking on new leadership role (highest possible weighting – 5)...	68
Figure 36 Changes participants have seen in their institutions following application of knowledge and skills acquired through AWARD programs (NB: Multi-select question)	71
Figure 37 Top Challenges to Sustaining Positive Changes in participants' Organizations.....	73
Figure 38 Ranking and rating of AWARD's value proposition; external survey.....	75
Figure 39 Planned Vs Actual Income, 2017-2022	76
Figure 40 Relationship between the number of donors, number of grants, and average grant size; year-on-year (2022 refers to up to October 2022)	76
Figure 41 Income vs Expenditure for Special (for-pay) trainings year on year.	77
Figure 42 AWARD partners by type, as defined in the strategic plan	81
Figure 43 The spread of partner 'ownership' across the organization	82
Figure 44 Planned vs Actual income 2017-2022.....	83
Figure 45 Planned vs Actual income year-on-year.....	83

Figure 46 AWARD donor portfolio by donor type 84
 Figure 47 Ways in which respondents report AWARD to have engaged with Alumni after program participation 89
 Figure 48 Most common participant suggestions for further engagement from AWARD 89

List of Tables

Table 1 Overview of data collection tools for primary and secondary data collection 14
 Table 2 Stakeholders engaged per data collection activity (disaggregated) 15
 Table 3 Sampling approaches deployed per data collection activity 15
 Table 4 Sampling approach: external survey 16
 Table 5 Application rates for AWARD programs 27
 Table 6 Similar organizational scan with strengths and weaknesses in comparison to AWARD 31
 Table 7 Heatmap of progress against Pillar Outcomes 40
 Table 8 Highest and Lowest Scoring individual capacity strengthening across stakeholder groups - external survey 43
 Table 9 Actions undertaken by past participants to influence their organization to integrate gender-responsiveness in research 57
 Table 10 Top sources of income 65
 Table 11 Survey respondents views on AWARD's value proposition 74
 Table 12 Progress against Operating Goals and Sub-Goals 80
 Table 13 Comparison of Funding Applied vs Funding Granted 85
 Table 14 Breakdown of interviews carries out during country visits 91
 Table 15 Distribution of progress against Pillar and operating goals outcomes 111
 Table 16 Breakdown of population and respondents to internal survey 118
 Table 17 Stakeholder breakdown of final respondents for the external survey 119
 Table 18 External Survey Respondent Stratification 119
 Table 19 Stakeholder Breakdown of virtual KII respondents 119
 Table 20 Stakeholder and Country breakdown of participants engaged in Country Visits 120
 Table 21 Descriptive analysis of stakeholder groups 121
 Table 22 List of institutions visited in fieldwork 123
 Table 23 External survey purposive sampling agreement 124
 Table 24 Gaps identified in emerging findings, agreed response 127
 Table 25 AWARD's partnerships by owner, objective, and type 128
 Table 26 Fellowship term definitions by fellowship type 131

Acronyms

ACIAR	Australian Centre for International Agricultural Research
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
AgTech	Agricultural technology (digital)
ARBE	Department of Agriculture, Rural Development, Blue Economy and Sustainable Environment
ARD	Agricultural Research and Development
AR4D	Agricultural Research for Development
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
AST	Advanced Science Training
ASTI	Agricultural Science and Technology Indicators
A-TEAM	African Trainers Embracing AWARD's Mission
ATU	A-Team Unit
AWARD	African Women in Agricultural Research and Development
AWSEM	African Women in Science Empowerment Model
AU	African Union
BMGF	Bill & Melinda Gates Foundation
CAADP	Comprehensive Africa Agriculture Development Program
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
CCNY	Carnegie Corporation of New York
CIFOR-ICRAF	Center for International Forestry Research - World Agroforestry Centre
CGIAR	<i>formerly</i> Consultative Group on International Agricultural Research; <i>now</i> OneCGIAR
CORAF/ WECARD	Conseil Ouest et Centre Africain pour la recherche et le développement agricoles/West and Central African Council for Agricultural Research and Development
CSIR	Council for Scientific and Industrial Research – Ghana
CSO	Civil Society Organization
EIAR	Ethiopian Institute for Agricultural Research
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAO SOFA	Food and Agriculture Organization of the United Nations State of Food and Agriculture
FARA	Forum for Agricultural Research in Africa
FGD	Focus Group Discussion
FUNAAB	Federal University of Agriculture Abeokuta
GAC	Global Affairs Canada
GDP	Gross Domestic Product
GAAP2	Gender, Agriculture and Assets Project
GAIA	Gender in Agribusiness Investments for Africa
GDP	Gross Domestic Product
GESI	Gender Equality and Social Inclusion
GhaWARD	Ghanaian Women in Agricultural Research and Development
GRARD	Gender-Responsive Agricultural Research and Development
GRASP	Gender Responsive Agricultural Systems Policy Fellowship
GREAT	Gender-Responsive Researchers Equipped for Agricultural Transformation
GRR	Gender-Responsive Research

GoFoWiser	Global Forum on Women in Scientific Research
ICRAF	World Agroforestry Centre
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
ILRI	International Livestock Research Institute
KALRO	Kenya Agricultural and Livestock Research Organization
KeWARD	Kenya AWARD Country Chapter
KII	Key Informant Interview
KPI	Key Performance Indicator
LEPARD	Leadership Program for Agricultural Research and Development
LUANAR	Lilongwe University of Agriculture and Natural Resources
KMS/MIS	Knowledge Management System/Management Information System
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
MSC	Most Significant Change
NARS	National Agricultural Research Systems
NDP	National Development Plan
NiWARD	Nigeria AWARD Country Chapter
NGP	National Gender Plan/Policy
NEPAD	New Partnership for Africa's Development
NMAIST	Nelson Mandela Agricultural Institute for Science and Technology
OPF	One Planet Fellowship
OWSD	Organization for Women in Science for the Developing World
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
R&D	Research and Development
RUFORUM (African)	Regional Universities Forum for Capacity Building in Agriculture
SC	Steering Committee
SCARDA	Strengthening Capacity for Agricultural Research and Development in Africa
SDG	Sustainable Development Goal
SIDA	Swedish International Development Agency
SRO	Sub-Regional Organization
STEM	Science Technology Engineering and Mathematics
TARI	Tanzania Agricultural Research Institute
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
USAID	United States Agency for International Development
UNDP	United Nations Development Program
UNECA	United Nations Economic Commission for Africa

Executive Summary

This independent evaluation of the 2017-2022 AWARD strategy was commissioned by AWARD through the International Forestry Research – World Agroforestry Centre (CIFOR-ICRAF). SRI Executive and ALINE Impact Limited carried out a developmental evaluation to highlight key lessons focused on the effectiveness, impact, coherence, and quality of the current strategy highlighting its key achievements, gaps, and challenges. The sustainability of the strategy was assessed in relation to short-, medium- and long-term priorities of the AWARD mission including the AWARD Fellowships, engagement with agricultural research for development (AR4D) institutions and the enabling environment. The key lessons and insights are drawn from the strategy period to help inform the AWARD team and the next strategic phase of AWARD's development. Non-exhaustive landscape analysis, donor trends and comparative organizations complemented the output. The key findings relate to AWARD's 2017-2022 Strategy, in its program areas, and its operating goals.

Key Findings of the Evaluation

Delivery of the Strategy 2017-2022

The evolution of AWARD's strategic approach to working across the three pillars is theoretically well established and demonstrates relevance and alignment with the organizational mission and is well received by its stakeholders. It represented an expansion in thematic and geographic scope. While the strategy development process appears to have been robust, lesser attention has been given to strategy implementation. Key issues arising relate to the alignment of resources and ambition, and the lack of robust data to track strategy performance and adapt as needed and the lack of specialized gender related skills for training and research application. Whilst AWARD's Fellowship model is impressive, credible, robust, and convincing, the conceptual framework in use extends to a reflection and measurement of 'agency' and women in agriculture, it does not go far enough to reflect gender responsive research and gender norms and practices in institutional change processes or enabling environment advancements corresponding to strategic Pillars Two and Three respectively. Furthermore, the implementation of the strategy in Pillars Two and Three was advanced and resourcing across these Pillars was variable with a pilot program in Pillar Two, that now needs to be scaled up. The Strategy appears to have been developed without the involvement of the key stakeholders who may have been able to inform key indicators of performance for it across its Pillars.

Relevance and Effectiveness of Program Findings

AWARD's vision, mission and strategic objectives remain relevant within the Agricultural Research and Development (ARD) sector. There is evidence of relevance of AWARD's Fellowship programs in terms of the alignment to global, regional, sub-regional and national policy agendas relating to agriculture and gender. These include United Nations Sustainable Development Goals (SDGs), African Union Agenda 2063 (AU), sub regional organizations (SROs) and country-level policies and strategies.

AWARD has established itself as a leader in the capacity development for researchers in the ARD space as a result of its Fellowships. The evaluation shows notable results for Alumni both in terms of self-belief, and career progression. Alumni reported being transformed from the previously shy to bold, confident, assertive, and productive individuals. Results explored within the evaluation included career progression and leadership, and research collaboration – from project proposal, funding, management, and dissemination. AWARD's Fellowship programs respond well to the needs and changing needs of program participants, with over 95% of survey respondents stated that AWARD's programs and range of support met their needs in terms of advancing their career progression goals. However, there was a varied response with regard AWARD's ability to respond to institutional needs.

The Gender-Responsive Agricultural Research and Development (GRARD) project successfully demonstrated the relevance and effectiveness of institutional engagement, but the evaluation illustrated that important transformational institutional results can also be achieved via a critical mass of Alumni in an institution or where there is strong leadership commitment to gender equality. Whilst this approach is implied, there was a clear lack of consistent implementation of it. Examples of positive institutional results include the development of gender strategy/policy, resource and budget allocations to gender and greater awareness at leadership level of gender. However, it is noted an appropriate framework for tracking progress at the institutional level would continue to ensure the programs respond to and contribute to national policies and practice around gender-responsive agriculture research. AWARD is encouraged to consider further find ways to engage the critical mass of fellows towards a tipping point in key institutions and facilitate connections between cohorts, Alumni and Country Chapters to catalyze institutional change at ecosystem levels nationally.

A key learning in terms of implementation of the new strategic approach is the requirement for a resource mobilization strategy that responds to these complexities and elaborates on the role and types of partnerships to deliver on systems changes at an ecosystem level. Similarly, there is opportunity to strengthen process and practice to ensure knowledge of, and alignment with, the enabling environment especially within Pillar Three and ARD sector and institutions within this ecosystem.

Comparative Organizations in Gender in Agriculture and Gender Responsive Research

The number and type of actors in the gender and agricultural research space is increasing, this is both with emphasis on capacity development of soft skills and leadership (increasingly for women and increasingly deployed by private sector providers), and gender training for non-specialist research teams. Leadership curricula include soft skills, leadership, mentorship, networking, public personas for speaking and executive level decision making. Other comparative programs, both for leadership development with tracking outcomes and impacts such Gender-Responsive Researchers Equipped for Agricultural Transformation (GREAT) and the OneCGIAR Gender Platform for training in gender appear to be stronger in terms of their gender focus and expertise for gender responsive research and the monitoring and evaluation (M&E) data to support their claims.

A key area of strength for AWARD in this space is its long history of providing fellowships, the quality of the fellowships and its pan-African reach. However, M&E data and effectively communicating its impact over the longer term is less prevalent and therefore hampers marketing and its value proposition especially with local institutions and indigenous funders.

There appears to be strong complementarity with others in the space for AWARD – each actor appears to be contributing a specific and differentiated value add to the ecosystem and AWARD needs to be clearer in terms of its own proposition and how it compares to others. AWARD has had varying levels of coordination with other actors in the space, and there is opportunity for increased engagement and visibility as a key player in this ecosystem.

While there is greater inclusion of gender and women's empowerment in AWARD Fellowships and clear and compelling evidence of enhancing their individual and collective agency, the evidence to demonstrate the ability of AWARD Fellows to carry out high quality gender responsive research is less compelling and lacks a clear conceptual framework for change. There are a number of frameworks that are being used that have been tested and should be considered. Results relate to gender awareness raising rather than application of gender responsive research in real terms.

Efficiency

The evaluation found from the limited analysis of efficiency that AWARD demonstrates a good level of financial efficiency, with a few areas where efficiency gains can be made. During the strategic cycle AWARD acquired 26 new grants and held a total of 20 donors on account, varying in size and scale. While this is a positive number, it should be noted over 60% of grants awarded in the strategic cycle were smaller than US\$500,000. Some elements of AWARD's operating model contribute positively to efficiency. More specifically the outsourcing of trainers, focuses on partnerships and the hosting arrangement with the World Agroforestry Centre (ICRAF). While the team in AWARD has proven itself to be competent, capable, and achieve a great deal for the level of resources that exist, they may have experienced some overstretch during the strategy implementation. AWARD has proven ability to respond to Covid-19 moving from in-person to virtual training. When examining the expenditure breakdown, the proportion of expenditure on staff costs was quite high during the strategic period. There were also concerns in the adequacy of level of staff to achieve the strategy. There has been a gap in monitoring, evaluation, and learning (MEL) resourcing during the strategic cycle which has now been addressed.

Sustainability

The overall approach to fellowships, coupled with a strong mentoring model support increased sustainability of positive results of the fellowship programs. The sustainability of impact for AWARD's past participants interacts strongly with the institutional context within which they work. Key issues identified as challenges to the sustainability of the benefits of AWARD's programs, relate to the institutional environment such as funding and access to funding, lack of mechanisms for implementation of gender-responsive practices, and team capacities in terms of gender responsive research. The quality of the AWARD Fellowship programs, and the strength of the Alumni network and the institutional relationships are critical to sustaining AWARD's strong reputation and thus, strengthening its sustainability.

The risk regarding AWARD's legal status, while not a new issue of discussion, is now of increased potential impact given vulnerabilities within AWARD's funding portfolio and recent donor trends around localization. There is a requirement to clarify AWARD's value proposition relating to the strategy and the integration of the Pillars to consolidate its successes and build a positive trajectory for growth. The for-pay courses it offers are likely to feature in this by creating a valuable revenue generating business model towards increased sustainability. AWARD has achieved some key successes in financial sustainability over the strategic period, though maintains vulnerabilities in key areas. There were also several perspectives from different stakeholders suggesting that AWARD needed to be integrated into the ARD ecosystem of gender responsive ARD in Africa. This perceived disconnect has potential to weaken the impact and sustainability of the organization.

Leveraging of Partnerships

AWARD has experienced good success in terms of partnership over the duration of the strategic plan, as demonstrated by the number and type of new project partnerships engaged and their role in supporting AWARD to achieve its strategic aims. However, less success was evident around the advancement of strategic partners and Country Chapters, the former challenged by the lack of an AWARD-specific partnership strategy for strategic partners and the latter limited by the lack of a clear and structured approach to expectation and engagement with Country Chapters.

Mobilizing Resources

AWARD has made progress in its overarching operating goal to increase funding through diversifying funding sources. However, the increase in income has not been maintained consistently and AWARD will therefore benefit from a clear and targeted ambition around donors and income that is aligned to both the strategy and available resources, with a focus on larger grants.

AWARD's growth of funding and donors was largely driven by success in funding Fellowships. Meanwhile, limited progress has been made with regards to mobilization of resources for developing partner institutions' capacity to effectively raise funds locally and internationally for gender programs.

Measuring Performance

Learning is very much embedded in the culture of AWARD with examples of excellent practice. The lack of a structured approach, a clear gender framework which is applicable across all Pillars and the lack of consistent and robust M&E strategy, data collection, analysis and data driven decision making limits learning and continuous improvement. The lack of a gender framework which is applicable across the strategy, data collection, analysis and data driven decision making limits learning and continuous improvement. M&E in AWARD is predominantly driven by reporting considerations to donors and not at the organizational level, which therefore limits the ability to advance learning across the organization.

Communications and Brand

The development of a communication strategy has been pivotal to structuring and bringing focus to external communications, as well as increasing the scope of communications reach. AWARD's external communications can be characterized as clear, professional, and consistent with AWARD's brand. However, the targeting of communications outputs and communicating stories of impact particularly in research outputs and outcomes and possibly towards improving the lives of smallholder farmers in Africa are significant gaps.

AWARD's brand is noted as a key strength. However, one that should not be regarded with complacency. Key issues that warrant reflection in terms of brand are the clarity on strategic focus and niche, clear ambition in terms of AWARD's role in the ecosystem and an evolved communication and engagement approach/resourcing that will support these. Participants in the evaluation expected greater engagement from AWARD with more consistent communications with partners and stakeholders.

Key Learning from Country Case Studies

The impact of AWARD's programs and fellowships on the Fellows and Alumni in Kenya, Malawi, Ghana, and Nigeria illustrate accelerations in the careers of women researchers, and recently of men since inception of the One-Planet Fellowship. Similarly, the Alumni's capabilities to lead research teams and their increased competence to generate technologies and innovations needed by both men and women of various ages have been materialized. AWARD programmatic intervention areas have also proved their effectiveness in various ways, including shaping effective research leadership, fostering intergenerational networks, and mentoring cultures. Enhancing scientific communication and publishing skills and influencing the design of gender-responsive research and development are also credited for having strengthened capacities of individual Fellows, Mentors, and Fellows' Mentees. Moreover, the accelerated career progression was strongly associated with the development of clear career purpose vision, enabled by a rigorous respect of the purpose roadmap, which stimulates

sharpened focus, self-awareness, confidence, and attention to timelines. Fellows have also mobilized resources, for which there are many examples of collaborative proposals and winning research resources. Fellows have increased confidence to present and communicate their work throughout their careers and evidenced this by articles, publications, conference presentations, blogs etc. The Alumni team represent a powerful voice for AWARD and can play a significant role in advocacy and policy development at institutional and the broader ecosystem level.

Many AWARD Alumni have taken up leadership roles in their institutions and explained the complexities at institutional level from positive advances in mentorship and the enabling environment for women's progress, though they also reflected that institutions were ecosystems of cultural norms and practices with an obstructive ecosystem at home being one of the worst constraining factors. Of the many skills required, mentoring activities proved to be very effective especially in advancing opportunities for young scientists.

AWARD activities have enhanced agency for participants and delivered long term results for them. They have a much greater understanding and awareness of the concept of gender, with intentional focus on addressing gender issues right from research proposal development. In the same vein, there is deliberate targeting of both men and women in the research process and focus on generating technologies/innovations that address or take into consideration priorities and constraints of both men and women. However, not all participants seem conversant with integrating gender-responsive research (GRR) in their work.

In relation to learning from GRARD institutions, with the active support of institution leadership and the stewardship of AWARD Alumni, gender policies or documents have been developed in some of the GRARD institutions – CSIR and FUNAAB – within a relatively short interval upon kick-off of the program. Despite the challenges, the gender equality and women empowerment objectives, as well as gender-responsiveness in research are likely to be positive if the momentum is maintained and encouraged. Further technical support is necessary to enhance the gender-responsive capacity of institutions and Alumni so they can work towards achieving their institutions' gender-responsive research goals. AWARD's intentional engagement with GRARD institutions (CSIR, FUNAAB, LUANAR) has resulted in tangible effects in institutions with a critical mass of AWARD Alumni in KARLO, CSIR and FUNAAB. Results show that the institutional model of having a critical mass of Fellows, Mentors, and Fellow Mentees together in institutions has the potential to work, but it may need a more deliberate implementation plan and a deeper understanding of social norms and cultures in these institutions.

Although partnership emerged as central for AWARD to achieve its strategic objectives, it did not emerge from the country visits that partnerships were sufficiently leveraged strategically to their full potential. Perhaps, this could be handled by Country Chapters at a national level if they were given clarity on this objective in a formal sense and AWARD used creative approaches to support and sustain their activities.

Country Chapters were found to be critically important in catalyzing AWARD's objectives at country level, particularly where they were strong and able to raise some funds to advance their work. They also demonstrate greater inclusivity with other scientists in the ARD space, building a holistic local and indigenous ecosystem of researchers who are working on advancing gender in agriculture and gender responsive research practices in institutions. There were some strong examples of Country Chapters such as the model used in Nigeria though this may not be replicable in other contexts. Country Chapters which were successful were raising funds and organizing conferences and worked with AWARD to advance their objectives. The Country Chapter model holds high potential to advance AWARD's objectives at a national level by being both the actors and beneficiaries of the sustainability

outcomes they engender. For this reason, they have total ownership of the outcomes, even if external partners are involved. One area of strong potential may be stimulating the demand for for-pay courses by engaging institutional leaders to raise awareness on the existence of these courses and on their value-add if the institution sponsors their staff to participate. Given the potential reach of AWARD and its limited capacity to engage at the contextual level, Country Chapters and Alumni could play a significant role in the sustainability of AWARD's own outcomes.

Recommendations

Key recommendations: Strategy 2023-2027

- For Strategy 2023-2027, carry out a light process that will test feasibility of the strategy in terms of resourcing and capabilities in advance of finalizing the strategy.
- Give greater focus, within this strategy implementation to coherence and alignment of the three pillars and their interconnections, this includes developing and testing the assumptions throughout the strategic cycle, but also investigate the possibility of developing a funding proposal that reflects the three pillars. Finally, the cascade of the Theory of Change (ToC) to Country Chapters will enable greater alignment of AWARD's work at a national and 'head office' level.
- Implement an ongoing strategy management system and process that will enable AWARD to course-correct on an annual basis. *If AWARD agrees with this recommendation more information can be shared on options in terms of strategy management systems.*
- Reflect on M&E data to measure the effectiveness of the strategy and generate the data for evidence-based decision making.

Key recommendations: AWARD's strategic focus

- Reflect on, refine and clearly define AWARD's strategic focus, niche or value add going forward. This niche/value add should be clearly communicated to all staff and stakeholders and re-iterated in ongoing communications.
- Ensure one of the objectives of the MEL framework is to deliver evidence with regard this value add, what's working and what's not working.
- Consider the future of the Gender in Agribusiness Investments for Africa (GAIA) project in terms of its contribution to strategic focus, similarly, ensure that all activities AWARD carries out, i.e. for-pay training are aligned to AWARD's strategic focus.
- Consolidation: ensure consolidation of results and learning particularly in relation to institutions as part of the GRARD project. The GRARD partners offer the possibility of ambassadors for AWARD's work at the institutional level, as well as an increased role supporting AWARD to achieve results under Pillar Three.
- Consider the implications of paid courses, though *only* where there is a critical mass of Fellows, Mentors and Fellow Mentees, to build out their ability to transform institutions by generating excellent science, climate solutions, policy interventions and advice and gender responsive research in institutions with common goals and aspirations.

Key recommendations: AWARD's 'core work'

- As part of strategic focus reflection, as noted, ensure reflection and clarity is developed as to AWARD's specific value add in terms of gender responsive research. This should be refined in light of the changing ecosystem and addressing a gap within this.
- Carry out a comprehensive review of the quality of training and trainers in terms of gender responsive research.
- Implement a system for ongoing and systematic assessment of the quality of training; training evaluations should be concise, focused and provide meaningful data for AWARD. Assess the

availability of online tools, such as survey tools, to provide a more efficient approach to training assessment.

- Consider development of an AWARD gender responsive research toolkit and corresponding training module, that provides tools for both individual and institutional capacity strengthening for gender responsive research.

Key recommendations: Institutional and enabling environment engagement

- Develop a clear ambition and strategically directed approach to institutional engagement and Pillar Two for Strategy 2023-2027; this should include both direct institutional engagement (e.g. GRARD) and indirect institutional engagement (e.g. critical mass of fellows), with differentiated results and key performance indicators (KPIs) for each. Notwithstanding, the need to have an overarching outcome and set of SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) indicators which include relevance to gendered frameworks in agriculture for Pillar Two work.
- Ensure ambition and outcomes under Pillar Two engagement are achievable and in line with AWARD's strategic focus and value add.
- Consider carrying out a comprehensive baseline study with ARD institutions across Africa in terms of gender responsive research. Assess the possibility of a gender focused research institution to support this baseline. Include special emphasis on Francophone institutions to understand their capacities, aspirations and appetites better.
- Develop a clear ambition for Country Chapters in terms of their role in delivering AWARD's mission and ToC.
- Allocate resources to Country Chapter vision, management and coordination or consider opportunities to pump prime them to become independent entities.
- Assess how AWARD can support the ongoing functioning of the Country Chapters; for example, what activities can be built into proposals (e.g. exposure visits) and what activities/costs or level of funding Country Chapters should seek to raise independently-provide support to Country Chapters to achieve the latter. Assess how can the Country Chapters learn from one another as part of a more vibrant ecosystem of like-minded entities or initiatives across Africa.

Key recommendations: Enabling environment

- Scale back and bring greater focus and clarity to AWARD's ambition under the enabling environment; there should be clear differentiation between institutional environment and enabling environment (national/regional policy and strategy); develop this ambition in line with AWARD's mission and revised strategic focus and in consultation with key strategic partners.
- Clear and consistent implementation plan for Pillar Three or piloting a model within Pillar Three.
- Upskill where necessary in terms of advocacy and influencing to support the achievement of work under Pillar Three. This resource should also support the Country Chapters with guidance/tools in terms of influencing positive change.
- As part of the resource mobilization strategy, develop a particular approach, donors and types of funding for Pillar Three.

Key recommendations from a country level

- Country Chapters provide a dynamic network in which AWARD Alumni, Mentors, Fellows Mentees and additional stakeholders can progress common goals and aspirations related to Gender in Agriculture and Gender Responsiveness in both Research and Development. The motivation and energy of different Chapters is contributed by their membership.

- AWARD Alumni represent good ambassadors for AWARD and reflect leadership through their excellent science, advancing careers and contributions to agricultural transformation from production to climate adaptation and the enabling environment in institutions and more widely.
- They are adept at being able to integrate the three Pillars within an ecosystem of more consistent gender norms and practices at a country level (acknowledging also that different regions within a country may have different norms and practices). Some chapters are significant in size, diversity and capability and form part of the fabric of the social and cultural ecosystem and could play a recognized role in the sustainability of AWARD's results. Some discussion with Country Chapters is warranted to identify in different contexts the most reliable models for their expansion and sustainable ways to support them, that may include greater relationships with existing political processes and development interventions and institutions.
- Their roles in mentoring within their institutions and the next generation of researchers is also particularly effective, and their role modelling generally inspiring to youth.
- The impact of the Country Chapters as a network at advancing gender at the country level would be interesting to assess to understand the potential they could play towards advancing a more enabling environment.

Key Recommendations Operating Model

Key recommendations: Governance and legal status

- Carry out a robust analysis of AWARD's legal status, including potential options for the future, identifying key opportunities, risks and trade-offs.
- AWARD to make a decision on the future of its legal status within one year.

Key recommendations: Strategy implementation

- Develop a strategy implementation/operational plan; this does not have to be an exhaustive document, rather the leaner and more user-friendly the better. It should clearly detail the ambition of the strategy, how it will be measured, key activities to get there and their sequencing, and estimated financial and human resources to achieve it. This strategy should include beneficiaries of AWARD as part of the process including Country Chapters, Trainees, Fellows, Mentors, Fellow Mentees, One Planet Fellowship (OPF), GAIA, GRARD, and (Gender-Responsive Agricultural Systems Policy Fellowship (GRASP) as well as close friends and advocates.
- Ensure that the team is structured correctly with the appropriate competencies to deliver on the strategy and learn from what is working and not from the outset.

Key recommendations: Resource mobilization

- Develop a resource mobilization strategy: while it should have overarching goals and approaches, it should also be broken down by pillar. It should speak to a revised business model for AWARD, for example one which includes donor funding (institutional, trust and foundations, philanthropy – both international and African), income generation through for pay-products and potentially innovative partnerships with institutions that will provide AWARD with an income stream and develop stronger linkages with National Agricultural Research Systems (NARS).
- Once the strategy is developed, identify the skills and organizational capabilities needed to deliver the Resource Mobilization (RM) strategy. Some key enablers for organizational resource mobilization to consider are:
 - Clear value proposition
 - Visibility and profile

- Track record and evidence of ability to deliver/ technical capacity; organizational capacity statements
- Strong and robust processes to ensure quality
- Knowledge of donor requirements and ability to fulfil compliance requirements.
- Processes, tools and systems to support access and management of funding e.g.:
 - Donor engagement - relationships here are critical.
 - Effective proposal development process; scanning, go-no-go tool, proposal development, robust budgeting, partner engagement, submission
 - Approach to consortia bidding
 - Cost recovery policy
 - Systems: Management Information System (MIS), income planning, pipeline management, income KPIs
- Ensure that the forecasting for resourcing is appropriate, benchmarked and highlights AWARD's value proposition against its competitors and other players, to justify what it delivers and for whom.

Key recommendations: Human resources

- As part of operational planning, identify key skills and capacities AWARD will need to deliver Strategy 2023-2027 at leadership and staff level.
- Address organizational culture as part of Strategy 2023-2027, identify key shifts needed. As a baseline, carry out a staff engagement survey/process in 2023.
- Build the confidence of staff to embrace uncertainty and change and to be aware of the external landscape as well as what AWARD is doing by encouraging them to attend meetings and conferences and panels to communicate AWARD's work and market AWARD simultaneously.
- Identify how to use high profile AWARD Alumni.

Key recommendations: Partnerships

- Once the strategic goals are developed, identify what types of partnerships AWARD will seek out to support the delivery of the strategy. Partnerships can support AWARD to deliver overall impact, scale, influence and income.
- Develop a partnership strategy to achieve these aims.
- Develop a partnership policy and guidelines/tools to support the management and engagement of partners.
- Update the MIS system to support partner management.
- Allocate resources and build skills where necessary for partner engagement and management.
- Consider increasing the level of engagement with national, regional and continental bodies as part of the revised approach to partnership, to support AWARD's positioning and potential influence in the sector.

Key recommendations: Measuring performance; Strategy performance, MEL and Knowledge Management (KM)

- Develop and implement a strategy performance management system that ensures measurement, management and adaptation of strategy as needed. This will include at minimum organizational level indicators for programmatic and operational results.
- Develop and implement a robust reporting process that ensures usefulness of strategy performance data and enhances transparency and accountability to all relevant stakeholders. Consider how much of this can be digitalized to drive efficiencies in data collection and capture and make surveys an automated process and a compulsory expectation of Fellows, training participants, mentors etc.

- Develop a program MEL system that is linked to the strategy performance management system. The MEL system should clearly address:
 - Its purpose and scope – set clear boundaries
 - The levels at which data will be collected e.g., project, pillar, organizational
 - Approach to summarization vs aggregation
 - Stakeholder engagement e.g., will Alumni/Country Chapters have a role in MEL
 - Linkages to other processes e.g., knowledge management, communications, reporting
 - M&E policy and key tools
 - Learning: learning framework – what are the key organizational learning questions, what methods will be used to address these questions
- The Evaluation Team suggests that AWARD gives primacy to establishing robust MEL and approaching KM in a very targeted way in Strategy 2023-2027. This could be limited to systems development to ensure effective information management and sharing as the key project for the next strategy under KM. As a first step, it would be useful for AWARD to clearly define its understanding of KM and its relationship with MEL and internal/external communications.
- Carry out a review and strengthen management of AWARD's database (both for MEL related data but also a customer relationship management (CRM) for recipients of its communications materials) – develop an ongoing efficient process to ensure data is up-to-date. Ensure responsibility is allocated for database management.

Key recommendations: External communications, engagement, brand and visibility

- Reflect on brand and positioning as part of the strategic focus review as mentioned above.
- Develop brand in line with revised strategic focus and identify the key approaches and channels that brand will be embedded in internal and external communications.
- Carry out a review at team level of the communications strategy and its implementation, consider developing a more detailed and focused communications operational plan, that clearly identifies key audiences and channels for their engagement.
- Develop and implement an Alumni engagement strategy – this can be a very light document that outlines why AWARD and Alumni want to maintain engagement, what the needs of both are, how this engagement supports the delivery of AWARD's strategy, and what activities will be carried out to support the development of a vibrant network of AWARD Alumni globally.

Chapter 1: Introduction and Background

Introduction to AWARD

AWARD was founded in 2008 as a career development Fellowship program designed to expand the pipeline of highly capable and empowered African women in agricultural research and development. The first AWARD Fellowship was funded by the Bill and Melinda Gates Foundation (BMGF); Phase Two of the Fellowship was approved and launched in 2012. AWARD expanded its operational model and reach by launching the first of the Country Chapters – Nigerian Women in Agricultural Research and Development (NiWARD) in 2013 – and has now established 11 Country Chapters.¹ This was followed by the piloting of the Francophone expansion, beginning in 2015, and the piloting of GAIA in 2016. Since AWARD's inception, the organization's mission and vision have expanded significantly to encompass *“inclusive, agriculture-driven prosperity for Africa by strengthening the production and dissemination of more gender-responsive agricultural research and innovation.”*

The strategy period under review (2017-2022 Strategy) is made up of three program pillars (see also Figure 1):

1. **Pillar One:** *Building a pool of capable, confident, and influential African scientists to lead critical advances and innovations in the agricultural research and development sector (ARD).*
2. **Pillar Two:** *Support African ARD institutions to prioritize and embrace gender responsiveness in both policy and practice. Partnering with institutions to grow their capacity for gender-responsive agricultural research by leveraging the talents of gender-diverse research teams and strengthening gender prioritization in research, design, implementation, and dissemination.*
3. **Pillar Three:** *Building an enabling environment for gender responsiveness to become an embedded cultural norm and practice in the African ARD by growing the awareness of gender issues into policies, programs, and accountability mechanisms. Focusing on increasing the visibility of women researchers and research leaders, generating and curating compelling evidence on the value of gender responsiveness in ARD.*

During the current strategic period (2017-2022), AWARD has expanded with Gender-Responsive Agricultural Research and Development (GRARD) program in 2017; the OPF launched in 2019; full Francophone expansion in 2018; expansion to include online training in 2020; and the launch of AgSpirations in 2021.

Introduction to the Evaluation

AWARD commissioned an independent evaluation of its first formally developed strategy. Given the development of AWARD's mission, vision, and scope over time, evaluating the 2017-2022 Strategy provides an opportunity to capture evidence of what is working and what may require further improvement, and to situate these findings within the changing context in which AWARD is operating. The findings and recommendations in this evaluation report inform efforts to develop AWARD's future strategic plan.

The joint SRI Executive-ALINE Impact Limited team were privileged to support AWARD in undertaking the evaluation. The team pursued robust methodology to identify evidence-based findings, learnings, and recommendations. The Evaluation Team – comprised of Ms. Liz Kennedy, Dr. Batamaka Somé, Dr. Yvonne Pinto, Ms. Grace Kennedy, Dr. Godfrey Kayobyo, Ms. Pamela Sanou, and Ms. Carlotta Cramer – used its previous experience in multi-country evaluations, specialist gender expertise, and an intimate knowledge of the African ARD sector to bring rigor and contextualization to this evaluation.

¹ Ghana (GhaWARD), Nigeria (NiWARD), Zambia (ZaWARD), Rwanda (Rwanda AWARD), Ethiopia (EWARD), Uganda (UgAWARD), Kenya (KeWARD), Tanzania (TanzaWARD), Malawi (MaWARD), Mozambique (MozAWARD), Senegal



Figure 1 AWARD's Strategic Approach

Scope of the Evaluation

The purpose of the evaluation was the measure of effectiveness of the current strategy highlighting the key achievements, gaps, and challenges encountered. Explicit terms of reference (ToRs) included:

- Assess the appropriateness of AWARD's short-, medium- and long-term priorities of the current AWARD strategy in achieving the AWARD mission, including the implementation of and progress achieved in the results consistent with the measurement results framework aligned to the strategic plan.
- Assess the relevance, efficiency, effectiveness, impact, coherence, quality, and sustainability of the programmatic services and interventions as outlined in the strategic plan regarding delivering quality services and interventions to beneficiaries.
- Assess the relevance, performance, and areas for improvement of the AWARD Fellowships, GRARD, ATU, and GAIA from implementation modalities to portfolio management, M&E, Knowledge Management System (KMS), partnerships, and the predicted resource mobilization in the strategic plan.
- Assess the transition and coherence of the program from previous Strategic Plans to the current one. Identify lessons, challenges, and recommendations going forwards that the next strategic plan should consider in the context of a changing landscape in an informed way.
- Recommend strategic priorities for consideration in the subsequent strategic plan.²

Evaluation Management

An AWARD Working Group collaborated with the Evaluation Team to agree the evaluation process, scope, timelines and assist in enabling provision of all materials requested etc. The group reviewed draft findings prior to a workshop in December 2022 and comments to the final report.

² Terms of Reference AWARD Strategy Evaluation

Chapter 2: Approach and Methodology

Approach

The developmental evaluation enabled the capture of lessons and is an appropriate approach to evaluate organizational change. Some flexibility enabled the refinement of activities agreed between AWARD and the evaluators following the Inception meeting.

Gender was integrated into the evaluation process, the tools, and the recommendations. Furthermore, the evaluators assessed the extent to which AWARD programs have influenced gender responsive methodology and research practice at project and institutional levels. The mixed methods approach to data collection was through using an evaluation matrix (see Appendix 4), mapping primary and secondary data collection and triangulation and assessing the contribution of AWARD activities towards key result areas. Finally, the scope of the evaluation covered the 2017-2022 implementation period of the strategy. However, reflections before this period were incorporated where appropriate.



Figure 2 Evaluation Approach

Methodology

Inception Phase: August – September 2022

In the Inception Phase, a detailed scoping of the evaluation was completed building on information collated from literature reviews (AWARD materials and external reports), workshop with the AWARD Working Group, initial interviews with key staff and Steering Committee members, available M&E data, and virtual Inception Workshop (September 16th, 2022).

Adjustments were made to the evaluation plan to balance advice from the AWARD working group, the independence of the evaluation, and the feasibility within the available timeframe and budget. In summary, changes mutually agreed included:

- a. Additional activities and scope: additional research into comparator organizations; greater attention to contribution analysis; additional desk research questions into M&E and MIS systems; extension of financial and program reach tools.
- b. Extension to project timeline: based on larger sample size and time for the external survey to January 13th, 2023.

- c. Sampling approach for the external survey: time and considerations were invested by AWARD and the Evaluation Team to agree appropriate sampling approach for the external survey.
- d. Additional internal survey: for internal stakeholders.
- e. Use of Annual Planning Workshop: to share emerging findings and seek additional validation of findings and strategic issues for consideration (due external survey being underway and analysis incomplete).

Data Collection Phase: October – November 2022

Data Collection Phase commenced between October and December, 2022. Data was collected through tools developed in virtual key informant interviews (KIIs), desk research, review of M&E data, and survey administration. Fieldwork visits for country case studies took place in Kenya, Malawi, Ghana, and Nigeria which included in-person visits to national agricultural research organizations and universities participating in AWARD activities (see Annex 2 for list of the institutions visited). Data was triangulated across the primary, secondary and field work activities.

Primary and Secondary data collection

Primary data tools included surveys and in-country visits (Kenya, Malawi, Ghana, and Nigeria). The external survey was administered to AWARD program participants (AWARD Fellows, training participants, Mentors, and Fellow Mentees - Annex 4). An internal survey was used for AWARD staff and Steering Committee members. Target participants in the country visits included past and present program participants (Fellows, Mentors, Fellow Mentees), Country Chapter leaders, institutional leaders (including from GRARD institutions), and A-team trainers. Data collection methods for country participants included KIIs and focus group discussions (FGDs). Some primary data was also collected at the AWARD Annual Planning Workshop in November 2022.

Desk research of AWARD-provided documents, external and grey literature and searches constituted secondary data collected. Light-touch, high-level landscape analysis from public sources highlighted trends at sector, comparator organization and donor levels. This analysis helped contextualize recommendations for AWARDs future strategic direction but is not exhaustive or a substitute for a detailed landscape analysis as part of the strategy development process.

Table 1 Overview of data collection tools for primary and secondary data collection

Method	Tool	Quant	Qual	Target group/Focus
Primary	External Survey	X	X	AWARD Fellows, training participants, Mentors, and Fellow Mentees
	Internal Survey	X	X	AWARD staff and Steering Committee members
	Online Key Informant Interviews		X	A-team trainers, Advanced Scientific Training Institutions, Donors, Former Staff and Steering Committee members, GRARD Institutions, Host Institution, Regional Institutions, Independents.
	Country visits: KIIs, FGDs		X	Fellows, Fellow Mentees, Mentors, GRARD Institutional leaders, Country Chapter leaders, Institutional leaders, A-team, Steering Committee (former and current)
	AWARD Annual Planning Workshop		X	AWARD Staff, Steering Committee, Donor Representatives, Key Institutional Stakeholders
Secondary	Desk Research	X	X	Financial reporting, Program reach, Partnership status
	Landscape analysis		X	6 high priority donors (see Appendix 7; general sector donor trends 17 similar comparator organizations

Stakeholder Engagement

Stakeholder mapping was carried out at the Inception Phase. The number and type of stakeholders engaged is detailed in Table 2 below (Annex 2 includes descriptions of stakeholder groups).

Table 2 Stakeholders engaged per data collection activity (disaggregated)

Tool	Stakeholder Group	Total # engaged	Women	Men
External Survey	AWARD Training Participant	24	17	7
	Fellow / Laureate Candidate	69	38	31
	Fellow Mentee	17	13	4
	Mentor	71	28	42
Internal Survey	Staff	23	14	9
	Steering Committee	11	7	4
Online KIIs	A-Team Trainers	4	1	3
	Advanced Scientific Training Institutions	5	3	2
	Donors	4	3	1
	Former Staff and Steering Committee	3	2	1
	GRARD Institutions	1	0	1
	Host Institution	1	0	1
	Regional Organizations	4	2	2
	Independent Consultants	1	1	0
Country visits- KIIs	Fellows	32	31	1
	Fellows' Mentees	5	5	0
	Mentors	12	11	1
	Country Chapter leaders	9	5	2
	Institutional leaders	1	2	1
	GRARD institutional leaders	4	2	1
	A-Team	5	4	1
	Steering Committee (former & current)	2	1	1
	GAIA	1	1	0
Country visits- FGDs	Mix of fellows + Mentors/ Fellows only	39	28	11
AWARD Annual Planning Workshop	Institutional stakeholders	36	26	10
	Steering Committee and Nominees	12	7	5
	Donors	4	3	1

Sampling Approaches Used

Table 3 Sampling approaches deployed per data collection activity

Tool	Sampling Approach	# targeted	# responded	Response rate
External Survey	Purposive sampling → population of 948 Randomized selection → total audience of 282 [See Table 2 for stakeholder breakdown of sample]	282	181	64%
Internal survey	Census	34	32	94%
Online KIIs	Purposive sampling, limited to 30	42	23	76%
Country visits- KIIs	Purposive sampling	N/A	71	N/A
Country visits- FGDs	Purposive sampling	N/A	39	N/A

Tool	Sampling Approach	# targeted	# responded	Response rate
AWARD Annual Planning Workshop	Purposive	N/A	80	N/A

Table 4 Sampling approach: external survey

Stakeholder Group	Population	Sample Selected
Fellows - EIAR, Pan African, One Planet and ICWAE Cohort 1 fellowships	215	94
Mentors - EIAR, Pan African, One Planet and ICWAE Cohort 1 fellowships	210	94
Training Participants - GRARD	523	94
Total	948	282

Reporting Phase: December 2022 – January 2023

Two workshops to share emerging findings were conducted at the reporting stage. The first with the working group shared emerging findings, highlighted gaps, and sought additional clarifications. The second, open to all AWARD staff, presented emerging findings and provided an opportunity for initial feedback. Comments and gaps were compiled (see Annex 7 for gaps and their address). A draft report was submitted in December 2022; the final report was shared in January 2023.

Limitations to the Evaluation

There were important limitations to the evaluation methodology and the data collection which are provided below.

- A systematic review of data, reports, and stakeholders’ perceptions outside the period of the 2017-2022 Strategy was not feasible within the evaluation timeline.
- Purposive sampling was used (by AWARD) to create an initial clean population list of 948 individuals, with a balance of stakeholder groups (see Annex 4) for the external survey. Random selection in each stratified stakeholder group provided a final sample of 282 individuals. A minimum threshold for a 65% response rate was pursued, so that results would have statistical validity. A significant amount of follow-up was required to prompt AWARD stakeholders to fill in the survey questionnaire through telephone calls and email reminders which delayed the closing of the online survey and subsequent analysis.
- While Francophone respondents represented 34% of the external survey participants, all other data collection activities had a low threshold of representation, (no Francophone or Lusophone countries selected for in-country work; Francophone stakeholders were <10% KII and 13% of those interviewed). Analysis on understanding differences across AWARD countries and language barriers with an emphasis on Francophone was therefore not possible with the available data.
- Requests for additional analysis of Francophone cohorts and Francophone institutional norms, which emerged at the Steering Committee meeting in November, could not be accommodated due to the limitations of the depth and breadth of data from Francophone AWARD Fellows and stakeholders, and no deep dive country analysis on a Francophone country.
- An AWARD contractor, who provided logistical support to organize the evaluation, was present in face-to-face interviews and in the field visits. This is not best practice and may have unduly influenced both the openness and information shared. Ethically this may have compromised the confidentiality of the respondents’ undermining policies and guidelines the

evaluators operate within, including those issued for independent evaluations by the OneCGIAR.

- Due to a lack of available data on the costs of fellowship and leadership courses from comparator organizations, and an inability to quantify outcomes related to the costs of AWARD's fellowships and leadership courses - value for money comparisons were not possible.
- The 2017-2022 Strategy was unevenly financially resourced during implementation, with greater levels of funding for Pillar One. The Evaluation Team encountered difficulty in assessing the adequacy of resourcing for Pillars Two and Three given the actual budgets secured compared to the expected levels of resourcing for these Pillars that had originally been pursued.
- The Evaluation Team noted inadequacy in the women's empowerment framework underpinning AWARD's approach as articulated in this strategy. While AWARD successfully used the African Women in Science Empowerment Model (AWSEM) as a reference framework in previous phases, this was not found to be fully integrated into the strategy, programs, training manuals or organizational policies. Furthermore, AWSEM is tailored to collecting evidence and reflecting the 'agency' of women both individual and collective. This framework does not extend to gender at an institutional change level or to gender responsive research methods and practices or to change at the level of the enabling environment and therefore what was being measured in Pillars Two and Three as specific, measurable, expected outputs and outcomes was not defined. The Evaluation Team observed that concepts around the use of specific biophysical and social gendered research methods and practices for gender responsive research were not fully understood by most survey participants, suggesting that they had not been exposed to gender responsive research methods and practices. Finally, observations regarding the capacity to track outcomes from Fellows, Fellow Mentees, and Training Participants on a regular schedule, led to questions about whether the necessary human capital and expertise were present to effectively address these elements.

Chapter 3: Findings

This chapter of the report assesses AWARD’s Program Pillars according to relevance, coherence, effectiveness, efficiency. Additionally, AWARD’s sustainability and impact have been assessed in terms of ‘orientation to’ as an in-depth impact assessment was beyond the scope of the current evaluation.

Findings from the evaluation include evidence and insight from the AWARD literature review, collection, analyses, and syntheses of data from the program participant survey, internal survey, KIs (online and in-country), FGDs, and in-country fieldwork and desk research.

1. AWARD’s Model: Appropriateness of the Three Pillars and the new strategic approach

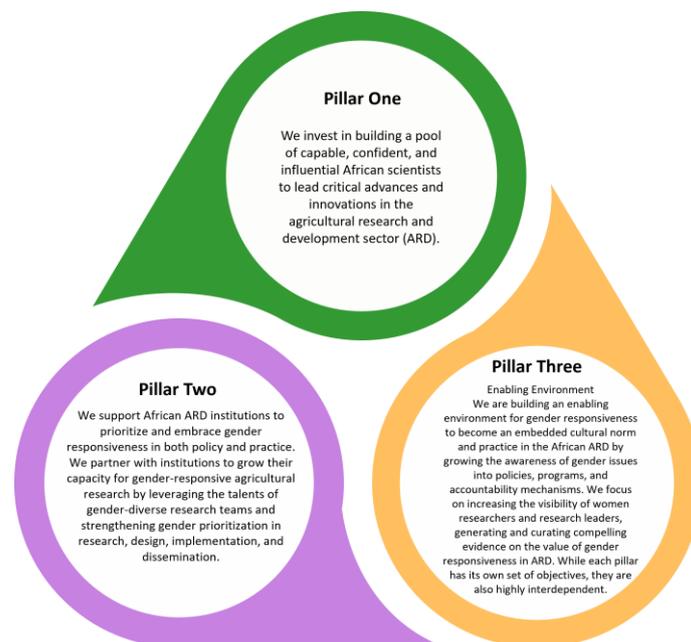


Figure 3 AWARD’s Three Pillars

Finding 1.1: The evolution of AWARD’s strategic approach to working across Three Pillars was theoretically grounded and demonstrates relevance and alignment with the organizational mission. However, the ToC of the new strategic approach, particularly the assumptions underpinning it, were not explicitly articulated, tested or measured specifically during the strategy, undermining the ability to test whether the current strategy was unfolding as expected or required further refinement or adjustment over the five-year period.

AWARD’s 2017-2022 strategy marked a significant evolution for AWARD. This is characterized by a significant expansion beyond working with individuals, to working at the macro (African research institutions) and meso (broader African agricultural enabling environment) levels. The ambition of this strategy was to deliver a more fully integrated Human and Institutional Capacity Development (HICD) approach to enhance and improve gender responsive agricultural research and development.

From reviewing background and conceptual documents, AWARD developed its new strategic approach based on solid experiential learning and sector research. Furthermore, it reflects more transformative work and greater ambition in achieving the organization’s mission. Affirmation and agreement of this direction was endorsed by stakeholders participating in this evaluation. The general view being that working at the three levels is the right approach to achieve gender responsive

agricultural research and development and enhance greater agricultural transformation to feed the continent's growing population.

Although AWARD notes the interdependence of each pillar, there is no clear articulation of how these pillars integrate, or if there are common assumptions underpinning them. In practice, projects under the three pillars appeared to be distinct, and interconnections are not yet fully optimized or evidenced. At the organizational level, it was not apparent there was an example of a program demonstrating implementation of the three pillars and illustrating the relationship between the pillars. This weakness in programmatic alignment undermines the overall potential impact of the AWARD model, the strategy, and the connectedness suggested by the ToC. Some initiatives, such as GAIA, do not appear to be fully aligned to AWARD's outcomes. There is also less progress in consistent implementation of the AWARD model in different geographies, where much of the macro and meso level efforts are left to individual interpretation and approach.

The Nigeria Country Chapter offers an example of a Country Chapter model operating as an excellent community to cascade the AWARD model within a country and towards a larger ecosystem and delivering a structured approach to implementation of the AWARD model. In practice, this may be the case for some Country Chapters demonstrating change at the individual, institutional and enabling environment levels, as well as the additional benefits of the interconnections between the three levels. However, this is by no means the case for all Country Chapters and is down to the Country Chapter make-up and initiative and AWARD had always intended Country Chapters to be autonomous and independent.

There has been consistent agreement and praise for the shift to the new AWARD model of working at the three levels from most stakeholders. From the internal survey, 63% of staff and 83% Steering Committee members strongly agreed that this was the right shift to achieve gender responsive agricultural research and innovation in the agriculture sector. Internal reflections from the survey also point to some potential obstacles including, the feasibility of implementation based on resources available, the risk of drift of the strategic focus, spreading too thin and losing the strong value proposition and the lack of a robust approach to partnership for macro and meso levels.

Program Findings

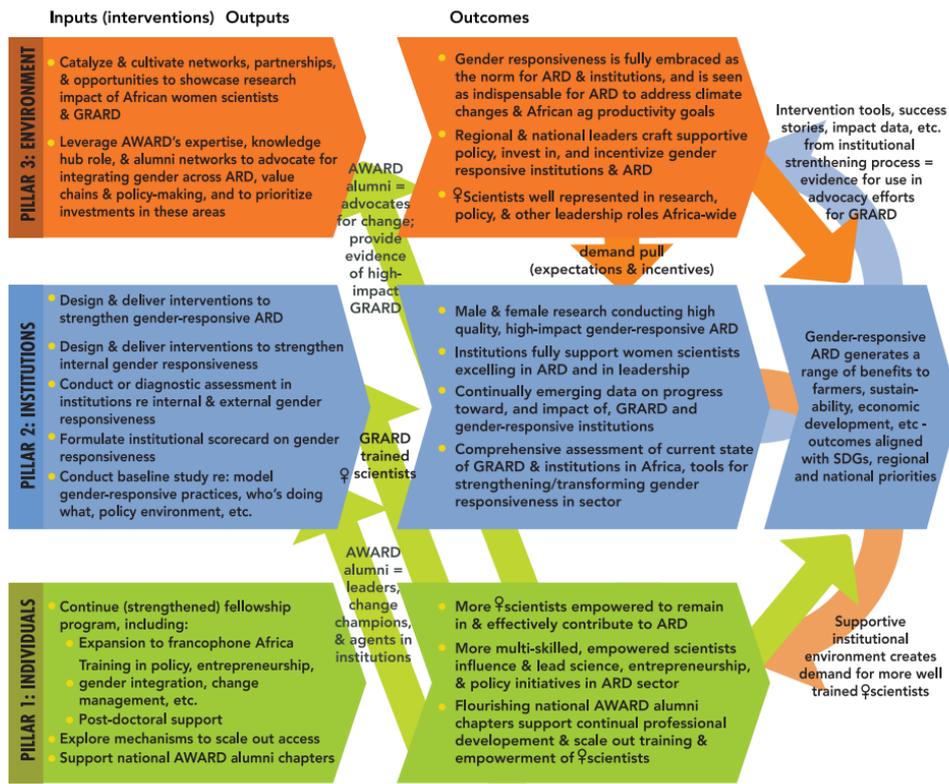


Figure 4 Inputs, Outputs and Outcomes of AWARD's Three Pillars, from AWARD's 2017-2022 Strategy

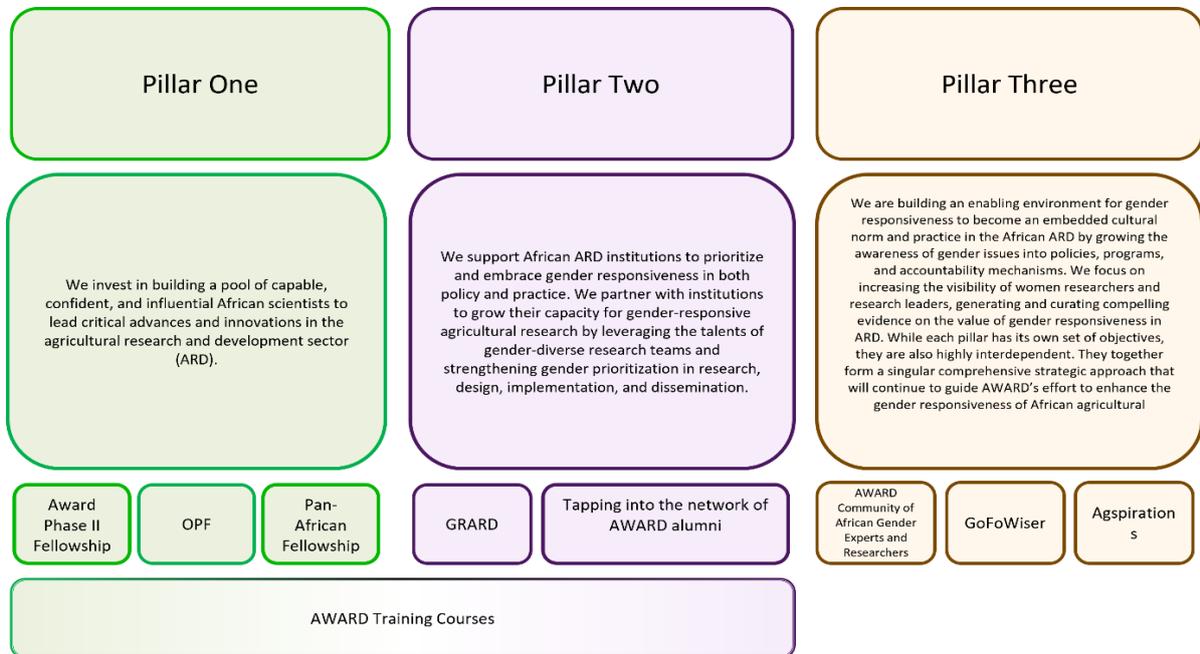


Figure 5 Projects under AWARD's Three Pillars

³ Note: AWARD Trainings cover the leadership series (Women's Leadership and Management Course (WLMC), Leadership Program for Agricultural Research and Development (LEPAR), Enhancing Negotiation Skills for Women, Leadership Skills for Career Development), Women Leading in Times of Crisis, Online Facilitation, Mentoring Orientation Workshops (MOWs), Science Skills Series (Science Writing and Publishing Skills, Research Proposal Writing, Science Writing) and the Gender in Agricultural Research Series (Gender Training for Senior Managers, and Engendering Agricultural Research for Development).

2. Relevance

This section assesses how responsive AWARD's vision, mission, strategic objectives, and programs are to beneficiaries, global, country and partner/institutions' needs, policies and priorities.

AWARD's vision, mission and strategic objectives remain highly relevant within the ARD sector. This alignment is apparent at the level of gender and agricultural policies both at national and international levels (e.g., program countries, United National Sustainable Development Goals (SDGs)). However, it should be noted there is little evidence that AWARD has a clear and consistent process to periodically test its alignment with national and continental policies on an on-going basis. The first part of this section deals with the alignment observed between policy level and AWARD's pillars.

According to survey evidence, 95% of past participants are satisfied that AWARD's programs meet their needs, both in terms of career progression and the needs of their institutions. This was further supported by a perspective shared by institutional heads. One example articulated in an interview of their women students who "started to support each other instead of competing with each other" and "pushing through shyness and started looking for their rights". AWARD has demonstrated adaptability to emerging needs within the sector, both in terms of offering paid courses on demand and adapting their delivery methods to virtual trainings. However, the interviews conducted illustrate a lack of clarity observed in the engagement around Pillar Two by institutional heads and other respondents at the sub-regional organizational level. AWARD's level of engagement with non-GRARD institutions, if any, is unclear and clarity is required on the engagement model and its implications. The second part of this section highlights the responses in more depth from the survey of past participants of AWARDs programs.

Finding 2.1: There is evidence of strong relevance of AWARD's fellowship programs in terms of contribution to global and national policy agendas relating to agriculture, gender and ARD. Areas of alignment are with the global and continental agendas on gender equality (SDG5 and AU Agenda 2063).

At a global level, AWARD is aligned with the UN SDGs, African Union's Agenda 2063: First 10-year plan 2014-2023, and UNECA Climate Research for Development in Africa Strategy. At a sub-regional level, AWARD is aligned with Forum for Agricultural Research in Africa (FARA), Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA), Kenyan Agricultural and Livestock Research Organization (KALRO) and West and Central African Council for Agricultural Research and Development (CORAF/WECARD)'s strategic objectives/thematic areas⁴. The goals, priorities and objectives of these external strategies were examined with AWARD's strategic pillars in mind.

AWARD's focus towards ensuring women's full and effective participation and opportunity for leadership within the ARD sector aligns particularly well with the UN SDG⁵ 5⁶. Looking at the strengthening of sound policies for the promotion of gender equality and empowerment of all women and girls, Pillar Three has a clear alignment. Further, AWARD aligns with SDG 9⁷ through its work across all three strategic pillars by working to enhance scientific research and upgrade the technological capabilities within its program countries. Pillar Three further aligns with supporting research and innovation, enabling a conducive policy environment for industrial diversification and value addition commodities.

⁴ For the full list of plans reviewed please see Annex5

⁵ <https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>

⁶ Achieve gender equality and empower all women and girls

⁷ Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

International

When examining the UNECA Climate Research for Development African Strategy,⁸ links can be seen to priority three *Scientific and institutional capacity development elements*.

- The OPF aligns with the motivation of African scientists through engagement in global science programs.
- Further, Pillar Two aligns with the plan to increase inter-institutional exchanges to better leverage and development of complementary capacity, while Pillar One engages early career researchers to develop their capacity.

Continental

On a continental level, there is broad alignment to the African Union's Agenda 2063⁹ Goal 17: *Full Gender Equality in All Spheres of Life* and specifically their priority area one: *Women empowerment*. Within Agenda 2063.

- AWARD's Pillars Two and Three work to advance the enabling environment linking with the AU priority to promote policies and programs to improve gender equality and women's empowerment within education, training and science and Information and Communications Technology (ICT).
- AWARD's core focus aligns with the Goal of *Modern agriculture for increased productivity and production*. Particularly in developing policies to build the capacities of women to participate in agribusiness and agricultural value chains.
- AWARD aligns with the Department of Agriculture, Rural Development, Blue Economy, and Sustainable Environment (ARBE) within the AU and more specifically, Pillar Three aligns with ARBE's Comprehensive Africa Agriculture Development Program (CAADP's) Level Three result *strengthening systemic capacity to deliver results*.

Sub-Regional

At the sub-regional organization (SRO) level, alignment is clear with FARA's Strategic Plan¹⁰ across all three pillars. Pillar One activities contribute to FARA's strategic Objective Six which aims to *build networks of critical masses of actors in Africa working in major program areas*. Furthermore, Pillars One and Two contribute to the Objective focused on *strengthened individual and institutional capacities*.

AWARD shows alignment with CORAF's Strategic Plan¹¹ across all pillars. Pillars One and Two contribute to CORAF's Result Three on *enhanced institutional and human capacity in research for development*, with AWARD's training activities further contributing to capacity strengthening of NARS organizations. Pillar Three activities align with Intermediate Results on development of policies for the agriculture sector.

National

National-level policies of AWARD program countries were examined. Gender in Agriculture policies were examined, or National Development Plans (NDP), or National Agricultural Plan/Policies (NAP) and/or National Gender Plan/Policies (NGP) to gain insights of commitments to agriculture, gender, and ARD. Overall AWARD shows clear alignment with policies and plans reviewed, however AWARD's contributions to the outcomes of these policies and plans are yet to be determined and should be pursued actively within its future strategy.

⁸ <https://repository.uneca.org/ds2/stream/?#/documents/655a8a5f-f7ce-5a18-8f72-86c60835874a/page/1>

⁹ https://archive.uneca.org/sites/default/files/images/agenda_2063_final_revised_first_ten_year_implementation_plan_12_10_15_230216.pdf

¹⁰ https://faraafrica.org/about-fara/#strategic_plan

¹¹ <http://www.coraf.org/wp-content/uploads/2019/03/StrategicPlan.pdf>

- The review of **Kenya's** Agricultural Sector Gender Policy¹² showed AWARD's Pillar One interventions, through trainings and engagement of fellows through a critical mass, could contribute to the policy's enhancing *gender-responsive programming and institutional transformation in the agricultural sector*. The policy focuses on strengthening institutional capacity to mainstream gender and gender-responsive agriculture which is aligned with Pillars Two and Three. Alignment can be seen with KALRO's Strategic Plan¹³ which has five key result areas. Alignment can be seen within the areas of knowledge management/sharing, training, and enhancing partnerships. Training elements of Pillars One and Two align with Strategic Objective Two *establish practical training centers in all the institutes*. While Strategic Objective Four *enhance collaboration and partnerships* and aligns with Pillar Two activities.
- When reviewing **Malawi's** NGP (2015)¹⁴ AWARD could contribute towards the policy's priority area six: *Gender and Economic Development* through capacity building within Pillars One and gender mainstreaming within Pillar Three. AWARD's involvement of men within women's empowerment aligns AWARD to the policy priority area six. AWARD's focus on agriculture, research, innovation and dissemination, and promotion of science, technology, and innovation creates a vibrant knowledge base, education, and skills aligns with Malawi's NDP.¹⁵
- **Nigeria's** Gender in Agriculture policy (2019)¹⁶ Objectives One to Three center around *engendering research* within agricultural studies. AWARD aligns with this through Pillars One, Two and Three. Further, AWARD could contribute towards Objective Four *institutionalize gender responsive programming [...]* through Pillars Two and Three. Objective Five, *promote the use of gender-sensitive data collection and gender statistics for evidence-based planning*, aligns with AWARD's current activity with Agricultural Science and Technology Indicators (ASTI). AWARD's work in Pillars Two and Three, most specifically the enabling environment aligns with Objective Six to *develop and coordinate partnerships and collaborative mechanism amongst government institutions, Civil Society Organizations (CSOs), private sector and development partners [...]*.
- In the absence of a gender in agriculture policy for **Tanzania**, the country's NDP¹⁷ and NGP¹⁸ were reviewed. Alignment can be seen with AWARD's strategy and the priority regarding competence and competitiveness. While AWARD focuses on promoting science and technology in education, the main divergence is the NDP's focus on Science, Technology, Engineering, and Mathematics (STEM) at a primary and secondary school level rather than a wider tertiary reach. Further, there is some alignment within this priority surrounding the utilization of domestic resources. Pillar One indirectly aligns through its critical mass of fellows. Tanzania's NGP covers the grassroots promotion of gender equality, from community-level engagement to political involvement and legislation. As such, Pillars Two and Three clearly align across three strategies of the policy (One, Two and Nineteen).
- Objectives Two and Three of **Zambia's** NAP¹⁹ focus on increasing effectiveness and efficiency of ARD and strengthening capacities of training institutes, both of which AWARD activities align. AWARD can contribute to both through Pillar One and Two activities. AWARD can

¹²https://publicadministration.un.org/unpsa/Portals/0/UNPSA_Submitted_Docs/2018/2B59EE82-1EB8-43D3-922B-1D54625BA13D/GENDER%20POLICY_AGRIC_KENYA_3.pdf?ver=2018-02-12-151630-320

¹³<https://www.kalro.org/sites/default/files/strategic-Plan-KALRO-2017-2021.pdf>

¹⁴<https://cepa.rmportal.net/Library/government-publications/National%20Gender%20Policy%202015.pdf>

¹⁵<https://malawi.un.org/sites/default/files/2021-01/MW2063-%20Malawi%20Vision%202063%20Document.pdf>

¹⁶https://drive.google.com/file/d/11tqTC1mBylyGlyw1e_fBtGxnReWq0_U4/view

¹⁷<http://www.tzonline.org/pdf/theTanzaniadevelopmentvision.pdf>

¹⁸<https://evaw-global-database.unwomen.org/-/media/files/un%20women/vaw/full%20text/africa/tanzania%20-%20national%20strategy%20for%20gender%20development.pdf?vs=5531>

¹⁹<http://cbz.org.zm/public/downloads/SECOND-NATIONAL-AGRICULTURAL-POLICY-2016.pdf>

contribute to Objective Ten *promote the mainstreaming of Gender [...] agriculture* through its activities within Pillar Three. Further, AWARD's Pillar Three aligns with Objective Six to *increase private sector participation in agricultural*.

- Gender mainstreaming is prioritized in **Uganda's** Agriculture Sector Strategic Plan²⁰. However, in the absence of gender focused strategic objectives, the NGP and NDP were reviewed. AWARD shows alignment to Uganda's NGP²¹, particularly in promoting a gender and development approach and appropriate education sensitization and awareness creation to address gender inequalities. When examining the NDP²², AWARD demonstrates alignment across all three strategic pillars with regards to ARD. Further, AWARD activities can contribute the agricultural-focused areas of capacity building for private sector partnerships, basic and applied research support for enriching science, technology, and innovation.
- **Rwanda's** Agriculture Gender Strategy²³ was reviewed. Alignment with AWARD's Pillar One can be seen across Objectives One to Three which focus on institutionalizing gender, developing capacities and enhancing gender responsiveness. Pillar One activities can contribute towards these through fellowships and trainings. Further, alignment can be seen with Pillar Three and Objective Five which focuses on partnerships and collaboration among governments, CSOs and private sector for gender responsiveness within the sector. Rwanda's Agriculture Gender Strategy is dated 2010, while reports on the nations progress have been released in 2018, an update policy has yet to be published. It should be noted there is a strong Ministry of Gender which is cross cutting across all sectors.
- There is evidence of alignment with **Mozambique's** Strategic plan to *Develop the Agrarian Sector*²⁴. AWARD's Pillar One and Two can be seen within the plan's Pillar One *increase in productivity, production and competitiveness in agriculture*. AWARD can contribute to the sub-result of strengthened research systems. Alignment with AWARD Pillars Two and Three can contribute to Pillar Four sub-results of strengthened agricultural organizations and strengthened coordination of organizations.
- **Ghana's** Women in Agricultural Development policy²⁵ focuses on promoting gender sensitive research, promoting equal representation and participation in decision-making, and strengthening institutional capacity for gender responsiveness. AWARD activities across all Three Pillars contribute towards this overall objective. Drilling down further there are individual objectives AWARD aligns with, an example being *strengthening institutional capacity for gender responsive policies, programs, budget, and M&E within the agriculture sector*, to which AWARD's Pillars One and Two clearly align with and contribute to.
- In **Ethiopia's**, NDP²⁶ there is a focus on gender in agriculture where there are common aspirations for AWARD's Pillar One and Two. The focus is around increasing women's engagement in agriculture and capacity building; support be given to [55,000] women students from higher education institutions. At an agricultural level, AWARD aligns with two priorities surrounding capacity building and strengthening agricultural research. The Ethiopian Institute of Agricultural Research (EIAR) represents the government with its Agricultural

²⁰ <https://www.agriculture.go.ug/agriculture-sector-strategic-plan-asp/#:~:text=The%20Agriculture%20Sector%20Strategic%20Plan,and%20Agencies%20of%20Government%2C%20District>

²¹ <http://www.rodra.co.za/images/countries/uganda/policy/The%20Uganda%20Gender%20Policy%202007.pdf>

²² <http://npa.go.ug/wp-content/uploads/NDPII-Final.pdf>

²³ <https://faolex.fao.org/docs/pdf/rwa152488.pdf>

²⁴ https://www.agricultura.gov.mz/wp-content/uploads/2018/01/PEDSA_2011_2020.pdf

²⁵ <https://faolex.fao.org/docs/pdf/gha191457.pdf>

²⁶ <https://d1bf23g64f8xve.cloudfront.net/sites/default/files/downloads/policy-database//ETHIOPIA%29%20Growth%20and%20Transformation%20Plan%20II%2C%20Vol%20I.%20%20%282015%2C16-2019%2C20%29.pdf>

Economics Research Strategy.²⁷ AWARD's alignment with Strategic Objectives within this policy primarily lie under Pillars Two and Three. Strategic Objectives focus on strengthening gender quality in agricultural institutions, partnerships between government ministries and private institutions and knowledge, information and resource sharing. Activities under Pillars Two and Three could contribute to these objectives.

Finding 2.2: There is evidence of good institutional engagement with GRARD partners, but wider institutional engagement through a critical mass of fellows appears to have been expected by institutional representatives. AWARD should consider a clearer articulation of how to leverage the critical mass of fellows and facilitate connections between cohorts and Alumni to catalyze institutional change.

In the AWARD strategy, Pillar Two seems to intend to engage not only the GRARD institutions but wider institutions through the critical mass of fellows engaged in Pillar One – who are then capable of creating change at an institutional level. This expectation of wider institutional engagement was also reflected within the institutional representatives participating in KIIs. No intentional institutional engagement outside of the GRARD institutions was observed. AWARD guided the Evaluation Team as to the process of contacting the institutions that their fellows are affiliated to and confirmed that there was no intention in AWARD's thinking of supporting these institutions beyond the fellows. The GRARD program was a pilot launched by AWARD and which could be scaled up, if successful, to engage more widely with institutions through the critical mass of Fellows in those institutions. With no results measurement indicators at the outcome level for Pillar Two available, there may well be confusion in the ecosystem at large on what the initial expectation or reach of Pillar Two that was intended. Going into the next strategy AWARD should be clear in its approach to institutional engagement and whether it is intended to reach further than the GRARD institutions. What will be critical is to look carefully at the policies in these institutions and at the national and regional level, to ensure that AWARD as part of their engagement is able to contribute towards shared and common goals in these institutions.

Finding 2.3: AWARD's fellowships provide for the current and changing needs of program participants. Over 95% of survey respondents stated that AWARD's programs and range of support met their needs in terms of advancing their career progression goals.

The majority (95%) of program participants reported that the AWARD program and range of support activities met their needs through advancing career progression goals. This positive response was seen across the different groups as illustrated in Figure 6 below.

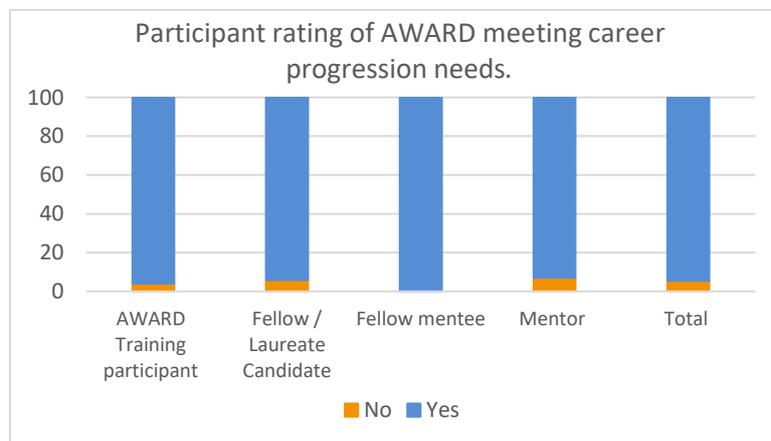


Figure 6 Participant rating of AWARD meeting career progression needs.

²⁷ <http://publication.eiar.gov.et:8080/xmlui/bitstream/handle/123456789/3020/AERS%20Final%20Final.pdf?sequence=1&isAllowed=y>

Participants reported that AWARD had directly contributed to their career progression by expanding research collaborations, taking up leadership roles, increased competitive grant proposals and wins.

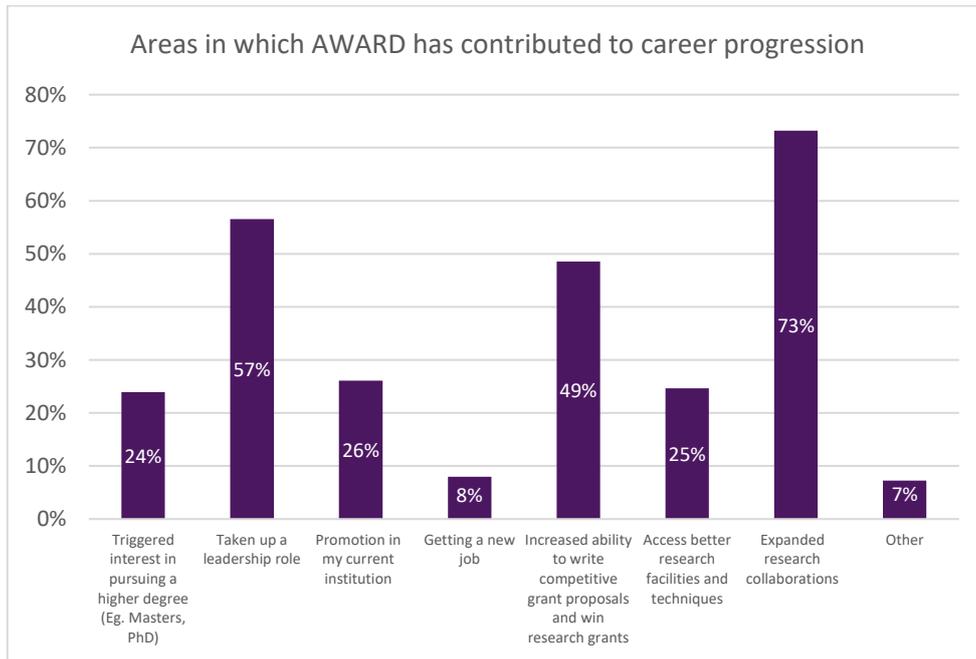


Figure 7 Areas in which AWARD has contributed to career progression

Training participants and fellow candidates responded positively to the experience of the application process, Figure 8 below. All four areas of the application process had a high score. The lowest scores related to the timelines for feedback. Participants suggested in their qualitative answers that AWARD could improve their communication as part of the process.

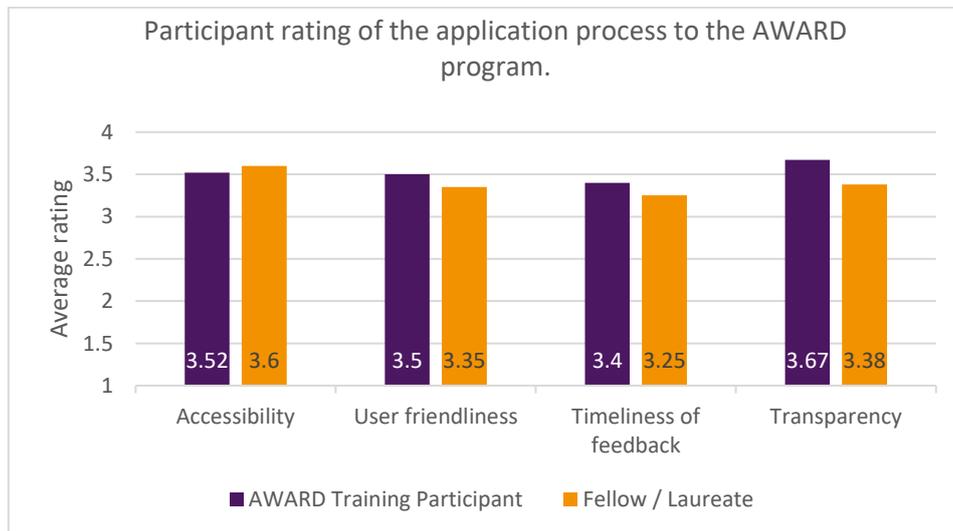


Figure 8 Participant rating of the application process to the AWARD program.

AWARD has often received a high application rate (see Table 5) demonstrating the interest in AWARD’s fellowships.

Table 5 Application rates for AWARD programs

Fellowship	Donor	Year	Applications	Places Available	Fellows Accepted	Geographical reach of fellows accepted
Pan African Fellowship	Agropolis Fondation & USAID	2017	633	22	21	12 countries (Benin, Burkina Faso, Burundi, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Madagascar, Mali, Senegal, Tanzania, and Togo)
	Buy-in Institutions (ILIRI, ACIAR & SPC)	2017	N/A	6	6	4 countries (Bangladesh, Fiji, Kenya, and Spain)
	Agropolis Fondation & USAID	2018	972	23	23	12 countries (Benin, Burkina Faso, Cameroon, DR Congo, Ethiopia, Ghana, Kenya, Madagascar, Mali, Senegal, Tanzania, and Togo)
One Planet Fellowship (OPF)	Agropolis Fondation, BMGF, BNP Paribas Foundation, EU & IDRC	2019	1523	44	44	12 countries (Benin, Burkina Faso, Côte d'Ivoire, Ethiopia, Kenya, Malawi, Mali, Nigeria, Senegal, Tanzania, Togo, and Zambia)
	Agropolis Fondation, BMGF, BNP Paribas Foundation & EU	2020	903	45	45	14 countries (Algeria, Benin, Burkina Faso, Côte d'Ivoire, Ethiopia, Kenya, Malawi, Mali, Morocco, Nigeria, Senegal, Tanzania, Togo, and Zambia)
	Agropolis Fondation, BMGF, BNP Paribas Foundation & EU	2021	898	41	41	12 countries (Benin, Burkina Faso, Côte d'Ivoire, Ethiopia, Kenya, Malawi, Mali, Nigeria, Senegal, Tanzania, Togo, and Zambia)

The expansion of paid training courses demonstrates AWARD’s ability and willingness to respond to demand within the sector. These standardized and bespoke trainings can help ensure AWARD is relevant within the ARD space. AWARD has shown further adaptability in delivering modules virtually when faced with Covid-19 restrictions. Additionally, AWARD has worked in partnership with organizations for the delivery of interactive virtual modules to integrate hands-on learning alongside.

Finding 2.4: There was a mixed response regarding AWARD’s ability to respond to institutional needs. While over 80% of the survey respondents stated that AWARD’s program, support, and activities, met their institutions needs in terms of advancing gender-responsive agricultural research in Africa, a common theme arising from interviews with Institutional Heads was the need for AWARD to strengthen its understanding of institutional context and needs.

Most participants (80%) responded that the AWARD program met their organization’s needs. Participants suggested that the engagement enhanced their affiliated organization by improving high-level practices, policies, guidelines, and strategies within their institution.

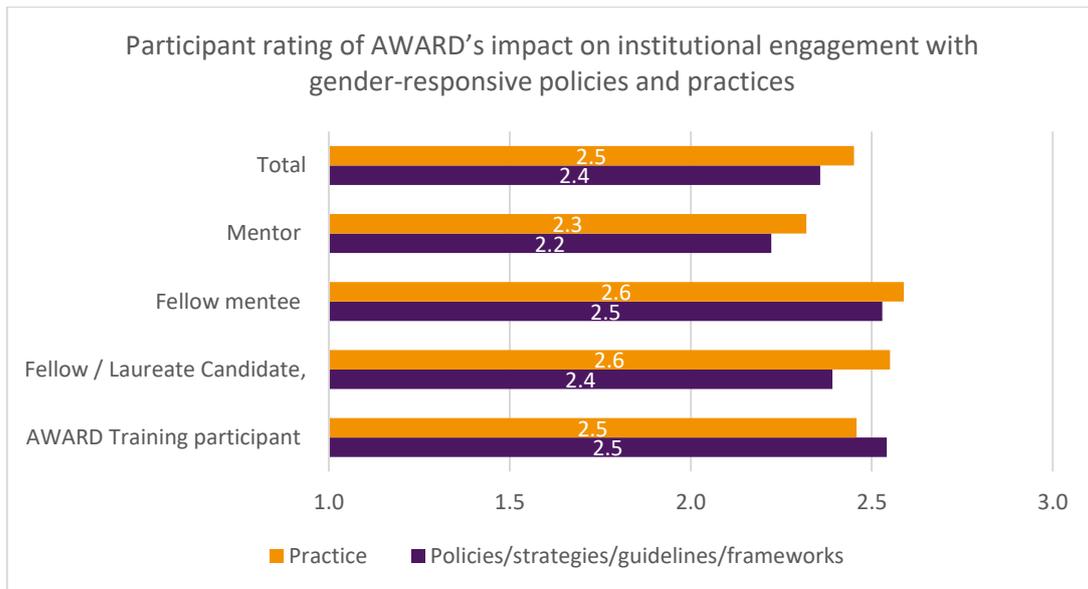


Figure 9 Participant rating of AWARD’s impact on institutional engagement with gender-responsive policies and practices (weighted average, highest possible weighting -5)

This positive engagement was not reflected in interviews with institutional representatives who reported that AWARD lacked visibility and that institutional expectations were not met or understood fully because of AWARD’s engagement with non-GRARD institutions. Despite being nominated by AWARD for an interview, one representative felt unable to communicate the kind of engagement AWARD had with their institution. The challenge raised in multiple KIIs was AWARD’s lack of understanding of institutional needs and context. By comparing responses from different groups of stakeholders, it appears that the reactions to AWARD’s engagement requires a deeper investigation, and that AWARD may need to make a special effort to engage directly with institutional leads to overcome this perception. Going forward, AWARD, in its communications and strategy, needs to be clearer in its intention under the institutional engagement Pillar Two and clear in its aims and targets within the next strategic period to avoid further disappointment. Ideally the ToC will be constructed in conjunction with AWARD’s principal stakeholders so that changes are actually defined by them, according to their own aspirations and that they will participate in collecting evidence to support success.

Finding 2.5: Internal processes should be encouraged to ensure continued relevance of the programs to national policies and practices around gender-responsive agriculture research.

The internal survey results also illustrate (Figure 10 below) the differing opinions of both staff and the Steering Committee members. Whilst staff may be approaching this with an implementation lens, aware of the day-to-day practices of AWARD, the Steering Committee utilize an external lens with a focus on AWARD’s stakeholders and their external impact. Only 48% of staff agree or strongly agree

that AWARD’s programs contribute to national policy ambitions while 100% of the Steering Committee have more confidence agreeing or strongly agreeing. This disparity may be further explained by the Steering Committee’s seniority, with longer tenures and a broader vision in the sector and deeper experience, as well as the heterogeneity of experience within the staff. While it may be difficult to suggest AWARD’s results contribute to policies at national and international scales, it is important to acknowledge AWARD’s work continues to be relevant to the outcomes these policies seek to achieve.

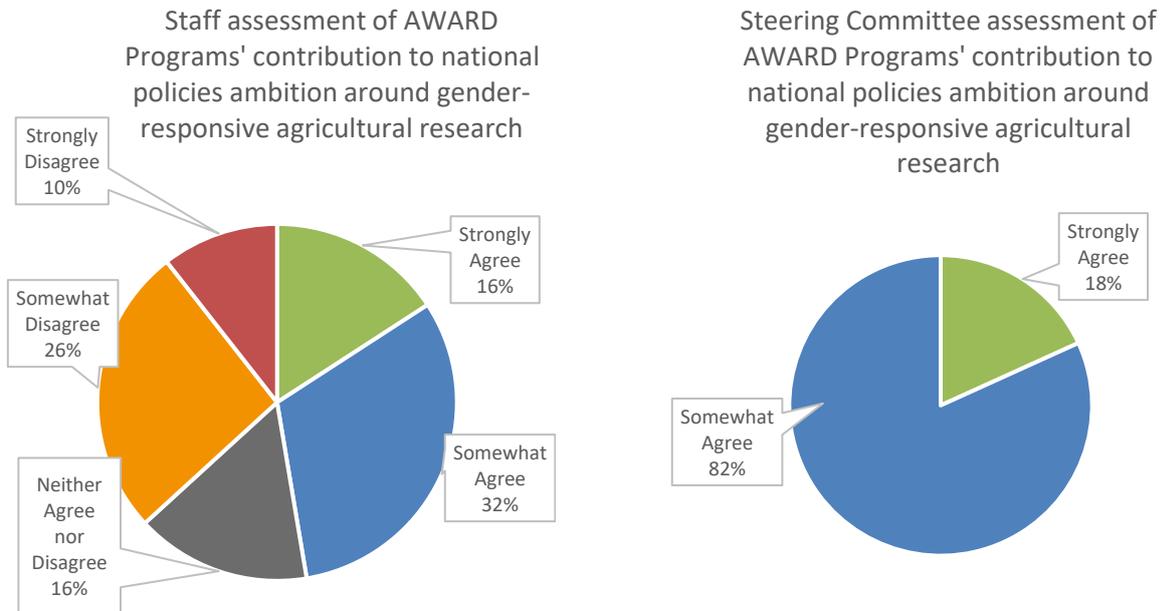


Figure 10 Staff assessment (left) and Steering Committee assessment (right) of AWARD Programs' contribution to national policies ambition around gender-responsive agricultural research

While AWARD’s strategic plan aligns with conventional and national development and gender plans as discussed above, there is little evidence that processes to ensure relevance are in place, and that AWARD is included in consultations to shape policies in a more formal way. Concurrently internal survey evidence suggests that the processes internally are not clear or deliberate to date and there is likely to be room for improvement in this regard. For example, 65% of staff disagreed or strongly disagreed that AWARD has a process to regularly review its contribution to country-level policy on gender equality and women’s economic empowerment (Figure 11 below).

Staff attestation to AWARD process to regularly review its contribution to country level policy for Gender Equality and Women's Empowerment

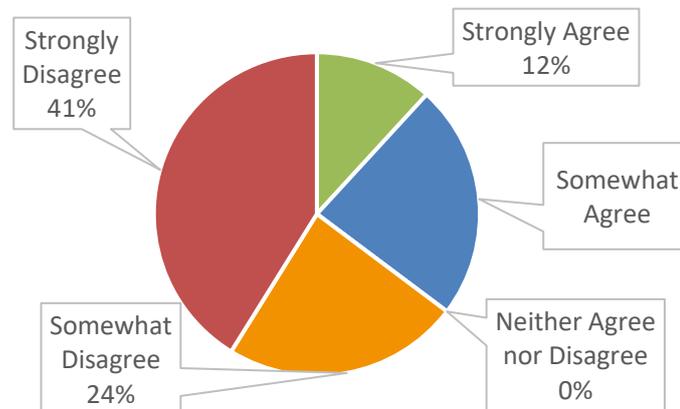


Figure 11 Staff attestation to AWARD process to regularly review its contribution to country level policy for Gender Equality and Women's Empowerment

The needs of women smallholder farmers are not at the core of AWARD's work, however the strategy suggests that *'The flagship AWARD Fellowship was designed as a catalyst for innovations with high potential to contribute to the prosperity and well-being of African smallholder farmers, most of whom are women'*. Currently there is no evidence to support AWARD's contribution to this impact since its inception.

3. Coherence

This section assesses how well AWARD's strategic plan compares to other interventions and institutions across Africa carrying out similar work. This includes complementarity, harmonization and co-ordination with others, and the extent to which AWARD is adding value and avoiding duplication of effort.

An additional section is included covering the more prominent current gender frameworks being pursued on the continent by organizations involved in advancing gender in agriculture, though not exhaustive. A suitable gender conceptual framework enables a clearer and consistent understanding of the outcomes AWARD is seeking from its work, the contextualization of what AWARD is measuring as effectiveness and efficiency in its strategic success and indeed an opportunity to contextualize country-based variations in gender norms and practices. It will also influence conversations on complementarity in establishing partnerships as part of a wider ecosystem of gender in agriculture.

The similar organization scan focused on the main interventions and institutions focused on leadership and gender in agriculture with an emphasis on research. A summary of the findings from the scan are shown in the (Table 6 below) and are integrated into the findings. A full consolidated write up is available in Appendix 7.

Table 6 Similar organizational scan with strengths and weaknesses in comparison to AWARD

Key focus areas	African Food Fellowship	AGRA CALA	Mastercard Leadership Program	AWLA Fellowship	Rockefeller Food Fellowship	GREAT	OWSD	Women Earth Fellowship	AWARD
Leadership	X	X	X	X	X	X	X	X	X
Agri system	X	X		X	X	X	X	X	X
Food system	X	X		X	X	X	X	X	X
Education (Diploma)	X					X	X	X	
Country Priorities		X							X
Social Innovation					X				
Employment			X				X	X	X
UN SDGs	X			X		X	X	X	X
Science and Tech				X		X	X	X	X
Gen Wo Em	X	X	X	X	X	X	X	X	X
Covid-19			X						

Finding 3.1: The number and type of actors in the gender and agricultural research space is increasing. Often these programs are part of a larger or parent local institution, which demonstrates the level to which gender is being mainstreamed and invested at an institutional level.

A Dalberg study, commissioned by AWARD in 2011, illustrated 41 fellowship programs in practice at the time in Sub-Saharan Africa. Most of these programs focused on degree-based education and very few focused on women specifically. Of the 17 non-degree programs, three focused on soft skills development including the *African Doctoral Dissertation Research Fellowships*²⁸, the Regional Universities Forum for Capacity Building in Agriculture (*RUFORUM*)²⁹ with skills and training courses for postgraduates, *Lead Africa Now*:³⁰ Africa Now Leadership Fellowships, and a newer program *Lead(H)er Fellowships from Youth Opportunities Hub*,³¹ the latter is more oriented around leadership in young women, in the fields of Politics, Economics/Business and Peace and Security. More recently the *Regional Scholarship and Innovation Fund*³² whilst focused on PhD training in the first instance, beyond this nurtures research capacity through partnerships between universities and domestic and international firms to create solutions. More recently, the Mastercard Leadership Program³³ has developed a strategy based on its ten years of intervention and engagement in which it has supported 40,000 young people across Africa. While the emphasis is on youth working with universities, the approach, the monitoring, and the data created to underpin the excellence of the capacity development program are impressive and a source of learning for AWARD. Arab Women Leaders in

²⁸ <https://aphrc.org/addrf/>

²⁹ <https://www.ruforum.org/ruforum-functional-units>

³⁰ <https://www.leadafrikanow.org/>

³¹ <https://www.youthopportunitieshub.com/youlead-africa-program-call-for-applications-leadher-fellowship/>

³² <https://www.rsif-paset.org/>

³³ <https://mastercardfdn.org/all/>

Agriculture (AWLA) is a pilot program oriented to the Middle East and North Africa (MENA) region within the Institute of Biosaline-Research (IBS).³⁴ There is bilateral support (OneCGIAR research program on wheat) at IBS funded by and BMGF, and the Islamic Development Bank (IsDB) who are also funders of the AWLA program. AWARD provided mentorship to their kick-off workshops.

The Cornell/Makerere and BMGF funded initiative, GREAT³⁵, has a particular strength of high quality paid for course provision, rigorous gender transformative research methodologies in support of gender responsive research and multidisciplinary teams involved in projects. These teams are carefully monitored tracked annually. Their M&E system spans six years of consistent data collection³⁶ to inform program refinements and learning across the organization both in rating the performance of their trainers, the outcomes of their training courses, the program managers, the outcomes, and benefits (individual, research results and team dynamics of working differently) for their fellows and measuring secondary outcomes in research in collaboration with the NARS institutions in Francophone and anglophone Africa. They have published their framework and training methodology³⁷. Furthermore, the OneCGIAR Gender Platform, also based in Nairobi fostering highly specialized and dedicated gender specialists putting equality and inclusion into the heart of food system research through both the gender responsive research and gendered agricultural research innovations. The OneCGIAR gender platform gender specialists are deployed in many different programs on the continent and beyond who are a vibrant community of practice and learning.

Whilst AWARD's level of experience (14 years) is much longer compared to the other organizations in the space there is a significant opportunity to learn from other organizations that are perceived to be more indigenously supported by donors and are innovating with more sustainable funding models. The comparator organizations are addressing different elements of gender, women's empowerment, and gender responsive research, but with clearer frameworks. AWARD should embrace relationships to build a vibrant and dynamic ecosystem where women's leadership in ARD can be strategically combined with stronger offerings for women's empowerment and gender responsive research practice. It is widely accepted that to change a system, many actors working as part of an ecosystem are likely to be more successful than singular interventions applied by a single actor.

Gender Frameworks

Since the 1980s there have been many attempts to mainstream gender in both research and development organizations and consideration of the appropriate frameworks suitable for gender analysis and planning. Three historic and dominant frameworks include the Moser Framework, Women's Empowerment (Lilongwe) Framework³⁸ and the Harvard or Gender Roles Framework³⁹ – the latter created with USAID – each has a unique origin and focuses on different issues. The important distinction is between two perspectives: WID (Women in Development), aims to include women in development projects to make them more efficient, and GAD (Gender and Development), which addresses inequalities in women's and men's social roles in relation to development and is more policy oriented. It is widely agreed both have common concepts such as: equity, empowerment and participation, access and *control*, and practical and strategic needs. They are helpful in facilitating policy, in gender training to mainstream gender, in gender analysis and both in the conceptualization of a pathway to empowerment or for program assessment and program evaluation.

³⁴ <https://www.biosaline.org/>

³⁵ <https://www.greatagriculture.org/content/about/what-we-do>

³⁶ <https://agrigender.net/views/GREAT-monitoring-learning-evaluation-JGAFS-622021-2.php>

³⁷ <https://www.cabidigitallibrary.org/doi/10.1079/9781800620513.0000>

³⁸ This interesting framework was based on five different levels of equality – welfare (meeting basic needs), access (to resources and benefits), conscientisation (awareness), participation (active engagement in development processes), and control (decision making about resources, benefits, representation etc.)

³⁹ <https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf>

These frameworks are complemented by Professor Naila Kabeer’s Social Relations Approach⁴⁰ which challenges the neutrality of institutions and suggests that institutions produce, reinforce, and reproduce social differences and inequalities. Furthermore, institutions are connected at national levels and do not operate independently.

Gender Blind	Gender Neutral	Gender-Sensitive	Gender-Positive
Gender-blind policies consider men and women not to be equals. They use gender norms, roles and stereotypes that reinforce gender inequalities.	Gender-neutral policies work within the existing gender division of resources and responsibilities, and do not challenge them. They presume men and women not as equals but as being the same. In this approach gender norms, roles and relations are not affected or iterated.	Presumes men and women as equals; addresses gender norms, roles and access to resources to reach policy goals.	Presumes men and women as equals; changing gender norms, roles and access to resources is a key component of policy outcomes
			
		Gender-Transformative Addresses strategic gender-needs; transforms unequal gender relations to promote shared power control over resources, decision-making and support for women’s empowerment.	

Adapted from: ILO. (2010). *Gender mainstreaming in Local Economic Development Strategies – A guide*, and Goulding, K. (2013). *Gender dimension of national employment policies*. Geneva: ILO.

Figure 12 Different outcomes classified on a continuum

A further strength is that this approach considers different levels, micro (women and men as clients), meso (institutions) and macro (national policy) and suggests that different concepts need to be applied based on the specific context. Within each approach described, a variety of perspectives co-exist, and the planning approaches differ, and each have different strengths and weaknesses.⁴¹

AWARD’s African Women in Science Empowerment Model (AWSEM) developed in 2015 was derived from two empowerment frameworks (Rowlands, 1997⁴², Ibrahim and Alkire, 2007⁴³) which resonated with AWARD goals, particularly focused on women as individuals (or collectively and geared towards WID) and the expansion of women’s’ agency. The indicators suggested by these models, include different levels of the Power framework with five different ‘expressions of power’⁴⁴ including such as self-knowledge, access to information, scientific skills, professional recognition, scientific collaboration or building capacities in others. These domains were seen to cultivate and expand AWARD Fellows’ power throughout their lifetimes according to need and opportunity. The time prior to the strategy period being evaluated was very well managed by this framework and by the expert-based thought leadership behind it.

⁴⁰ The framework is based upon various theoretical notions. The first one is the concept of development, considered as the process of increasing human wellbeing. The second concept refers to social relations. According to Kabeer, social relations are structural relationships that create and reproduce systemic differences in the positioning of groups of people. Thirdly, the framework relies on institutional analysis. The causes of gender inequality are not confined to the micro-level (household and family), but are reproduced across a range of institutions at all levels. Institutions are defined here as a framework of rules for achieving certain social or economic goals. They exist at macro (international community), meso (the state, the marketplace) and micro-level (community, household).

⁴¹ https://eugender.itcilo.org/toolkit/online/story_content/external_files/BB6.pdf

⁴² https://www.scrip.org/pdf/OJPP_2013101013265699.pdf

⁴³ <https://www.ophi.org.uk/wp-content/uploads/OPHI-wp04.pdf>

⁴⁴ Power Over, Power To, Power With and Power Within and AWARD added Power to Empower following the need for a network to be developed and from additional authors.

When considering gender responsiveness and gender responsive research in agriculture specifically, projects (both in support of research and to achieve development impact) must go beyond agency, and encompass a spectrum increasing inclusion, access, use, agency and gender transformative principles. These elements often seek to look beyond the stated objectives of the project to more deliberate planning and design in the project activities. These aspects are very contextualized and suggest that agency can be interpreted differently in different cultural and social contexts.⁴⁵

Some agencies⁴⁶ have sought to identify more innovative field-level gender transformative approaches into the design of new projects or the implementation of on-going projects, to track their impact and identify how to take the successful ones to scale. These elements may include gender mainstreaming initiatives focus on the economic aspects of women's empowerment – ensuring they have access to inputs and technical advice, a voice in decision-making bodies – for shorter term productivity gains. In the longer term, women want not only to be able to work productively, but they desire to have a voice in how the income they generate is spent for sustained improvements. They want the quality of their lives to be improved, to reduce the time they spend on unpaid domestic and care work, and to be free from gender-based violence. There are additional empowerment frameworks and approaches such as the Women's Economic Empowerment Framework created recently by Calder⁴⁷, that include women's access to economic assets, services, and opportunities, enabling environment and women's voice and agency. The reach, benefit, empower framework^{48,49} underpinning the project-based Women's Empowerment in Agriculture Index (proWEAI) developed by the Gender, Agriculture and Assets Project (GAAP2) team at IFPRI is also a very successful initiative. These frameworks all have associated indicators that have been developed through testing and refinements in collaboration with donors, and implementation organizations and research teams. Many involved in the field of gender research and implementation believe outcomes in multiple domains are necessary to facilitate sustainable change.

At the same time, the nature of mainstreaming particularly at the institutional level is contested. Some believe that gender concerns are the responsibility of all within an organization to ensure integration into all structures and all work. In other contexts, gender concerns are the responsibility of smaller specialized teams or units. There are pros and cons to both approaches some suggesting the commitment varies, others pointing out that specialist teams may provide a much more focused and successful commitment to gender equality. At policy levels, in some countries there are specialist Ministries or Units which signal government's acknowledgement of the importance of women's issues. However, these are sometimes viewed as being co-opted or weak. The current consensus is that organizations need both approaches, integration throughout the organization as well as specialist departments or units to avoid marginalization. Mainstreaming gender is both a technical and political process which requires shifts in organizational cultures and ways of thinking, as well as in the goals, structures, and allocation of dedicated resources.

With AWARD's 2017-22 strategy encompassing both women and men in development and gender in agriculture, there is a need to build on the current ToC, results framework, indicators, and alliances to ensure that gender mainstreaming is considered not only in the training provided but furthermore to enable its quality inclusion at the design of research projects, their implementation and their performance measurement. If AWARD's strength is its training, as reflected by the Strategy session held in November 2022, then it could constructively support through training the gender

⁴⁵<https://reader.elsevier.com/reader/sd/pii/S0305750X18300408?token=DDCE67474B5A7F59787426A58E40F2426BF938D1DC552DBAAA19B1410C412C4FB2E694586FDAA1368FC1A9FF94007CAC&originRegion=eu-west-1&originCreation=20230115193033>

⁴⁶ <https://www.empowerwomen.org/pt/resources/documents/2017/08/womens-economic-empowerment-and-agribusiness--opportunities-for-the-gender-transformative-agenda?lang=en>

⁴⁷ Calder, R. (2019) "Women's Economic Empowerment Conceptual Framework", *East Africa Landscaping on Women's Economic Empowerment*, Global Centre for Gender Equality, Stanford University and KoreGlobal, Inc.

⁴⁸ <https://agrigender.net/views/agricultural-development-projects-empowering-women-JGAFS-322018-1.php>

⁴⁹ <https://agrigender.net/uploads/JGAFS-322018-1-Paper.pdf>

responsiveness and gender equity in research and project design and measurement. However, these elements must be competitive and aligned with what is considered good practice. Many of the actors in the ecosystem employ clear frameworks for their work. In doing so the implementation is guided by these frameworks and there is transparency on what success looks like should their approaches be working well. In the absence of a framework and a clear tracking or monitoring system specifying expected outcomes, the notion of ‘including gender’ is vague and the means of measuring progress is left open to individual interpretation.

“Ensure fit into the ecosystem that you belong to”

- Institutional Leader

All the actors mentioned in this section are part of a vibrant ecosystem of gender in agricultural research in which AWARD must not only engage but be seen to engage with its own agenda and conceptual framework. Currently, the evidence suggests that the development of programs by organizations in AWARD’s space have set the goal of achieving gender awareness as a starting point. Depending on the context, gender mainstreaming, gender awareness or gender-responsiveness is applicable. Alliance for a Green Revolution in Africa’s (AGRA) Strategy report addresses enabling environment in three dimensions at the outcome level: Strong evidence showing the success of policy implementation, moderate evidence showing a support on policy development processes, either explain how their support strengthen the policy environment going forward.⁵⁰ AWARD’s third pillar regarding enabling environment could follow the same approach or define in specific terms the outcomes sought and the objectives for implementing this third pillar. Beyond this, clear measurable indicators will help AWARD to see if it is getting there. Whilst the Mastercard Leadership Program focus has been either at policy level or in advancing leadership of youth, and other actors deal with degree related qualifications at BSc, MSc and PhD levels, very few of these initiatives work with institutional priorities and tackling societal norms at an institutional level. These aspects require rigor and documentation as they are complex and multifaceted.

Other initiatives which are rooted in local institutions, and which are often resourced by those institutions, are perceived to be local in nature, and are embraced by national agricultural research institutions. With its home and affiliation within the International AR4D system and within CIFOR-ICRAF both former CGIAR institutes, AWARD is perceived to be quite an expensive offering as articulated in several KIIs at donor and institutional leader levels in several countries and at the sub-regional level. However, many did not share information on the cost comparisons they made.

Finding 3.2: A key area of strength for AWARD in this space is its long history providing fellowships – focused on soft skills, the quality of fellowships and its pan-African reach. Other programs, such as GREAT and OneCGIAR Gender Platform appear to be stronger in terms of their gender focus and expertise for gender responsive research.

Consistency is also tied to the assessment of what is practically achievable at the outset with the ability to mobilize the resources necessary to achieve them as added value (at the end). There is little doubt about the highest value proposition that AWARD offers, its fellowship program which is still about “Fixing the leaky pipeline” of women progressing in agricultural research and development.⁵¹

⁵⁰AGRA Life of Strategy Report 2017-2022 <https://agra.org/wp-content/uploads/2022/09/AGRA-Life-of-Strategy-Report-2017-2021.pdf>

⁵¹ <https://www.ctlgh.org/celebrating-awards-work-in-advancing-gender-equality-in-agricultural-science/>

The challenge is to align the tangible outcomes of the program with institutional needs. Indeed, achieving institutional impact requires resources at all levels, partnership, collaboration, and co-agreed procedures that consider the context and priorities of each institution. In addition, there are key resource people (often both biophysical researchers and social science researchers) in each institution who need to work together in a multidisciplinary way to achieve the ambitious goal of gender mainstreaming. Identifying these individuals requires local follow-up with local staff capable of providing periodic monitoring and feedback. The GREAT program based in Makerere University, also operates in an academic field that facilitates access to multiple levels and types of expertise and resources. The difference with GREAT is its multidisciplinary focus on building teams of researchers at the institutional level with both biophysical science and social science backgrounds within their participating teams.

If there is clear institutional alignment, AWARD may be able to offer its training courses for a fee and ensure that the courses meet the needs of individuals. However, leveraging how these individuals continue to add value beyond their immediate advancement will need to be evidence-based and leveraged to meet institutional goals and aspirations. The expansion of GRARD and the link to the Fellowship program suggests a stronger strategy for ensuring institutional impact. Discussions with the stakeholders involved in institutions and creating a stronger set of relationships will be critical to expanding GRARD, highlighting institutional needs and priorities and attracting the resources to be able to move the needle on these aspects. AWARD needs to invest in its evidence base, so that it is learning dynamically together with all its stakeholders. The evidence base will be critical in building capital with institutions to demonstrate AWARD's achievements especially in the realm of excellent science, also women in leadership and then advances in gender responsiveness in research methods and processes followed by impact assessed down the line in farmers' fields where it is appropriate to do so. It would be valuable to ensure AWARD's publications have clear institutional value in terms beyond simply young women and their progression and which include excellent science achieved. If AWARD were able to be accredited in terms of the change it facilitates, for example, similar to the Athena SWAN Charter⁵² (UK example), then it may become an institutionally recognized standard recognized by many including by National Ministers and NARS. It would also be helpful if AWARD published case studies that provided examples of what the impact has been. Good transparent communication to say, '*directly because of AWARD, this has been the impact or downstream effect of the program*'. Marketing will also be required but nuanced in the political economy of the science system in Africa.

It is perceived that AWARD's emphasis and the lack of a detailed gender mainstreaming approach suggests that AWARD lacks higher-level gender expertise required for this. The GREAT Program of Cornell/Makerere and the OneCGIAR Gender Platform⁵³ both have highly educated biophysical and social scientists⁵⁴ and the IFPRI GAAP2 Initiative⁵⁵ has also worked with highly specialized gender specialists,⁵⁶ characterized by their training in gender analysis, integrating interdisciplinary biophysical and social sciences to achieve gender integration in agriculture (projects and institutional levels) and clear familiarity with appropriate gendered frameworks, gender sensitive M&E, and reporting both sex disaggregated data and considering tradeoffs in improvements in women's' agency and ability to control decisions and incomes. AWARD could partner with organizations to ensure complementarity with their specialists in the training AWARD provides to enhance gender responsive research methods and approaches. These collaborating gender specialists could also be called into different national

⁵² <https://www.advance-he.ac.uk/equality-charters/athena-swan-charter>

⁵³ <https://gender-portal.rtb.cgiar.org>

⁵⁴ <https://www.greatagriculture.org/content/great-courses>

⁵⁵ <https://weai.ifpri.info/files/2018/04/GAAP2-Qualitative-Protocols-no-comments-.pdf>

⁵⁶ There are multiple examples in the literature about the skills and competencies of multidimensional gender specialists. A 2020 by ICRAF in conjunction with CIFOR is an excellent example, see <https://apps.worldagroforestry.org/downloads/Publications/PDFS/TN21031.pdf>

institutions to help advance the gender responsiveness with a contextually derived lens where it makes sense. Some of these other organizations have experience in providing paid gender courses and may have lessons to share about their experiences which would benefit AWARD, indeed AWARD may be able to share its success in advancing agency. AWARD may need to build the higher-level gender expertise or leverage it through partnerships with others. These gender specialists could also be called into different national institutions to help advance the gender responsiveness of their work where appropriate.

The work in institutional strengthening along the GRARD model would benefit from greater integration with the Sub Regional Organization (SRO) efforts and focused institutional priorities. Resources to advance this may also come from local, regional, and continental bodies such as the Global and National Science Councils who fund many of the Universities and Research Institutions across Africa, African Union, or others such as the Sub Regional or Continental Bodies who have a long-term interest in building institutions and which are likely beneficiaries from the international community's localization agenda.

Finding 3.3: There appears to be strong complementarity in the space, with an increase in the number of actors – each appears to be contributing a specific and differentiated value add to the ecosystem. AWARD has had varying levels of coordination with other actors in the space and there is opportunity for increased engagement and visibility as a key player and influencer in this ecosystem.

The current M&E system of AWARD does not systematically track the outputs and outcomes of individuals on an annual basis, which will illustrate the conferences attended whether on the continent or internationally, the papers written and published, the posters produced to raise awareness of specific technical work, the resources or grant awards obtained to advance institutional goals, the research proposals submitted to undertaken research that is important for women smallholders, and the policies or briefs to advance political support at the institutional level or at a broader level. These elements, if captured systematically and over time, begin to demonstrate the impact and the value that individuals are potentially having on their institutions. Methodologies such as network analysis can be conducted to show collaborations and interactions across the ecosystem particularly in advancing efforts for innovation called for under the AU's Agenda 2063.

If these elements can be captured, their relevance to NARS, Universities, NGOs, Enterprises, and policymakers becomes highly valuable. AWARD can show that through its interventions value is being created for national research institutions and it may be able to quantify returns on investment in its training programs. Furthermore, it helps provide the evidence by which institutions can advocate on behalf of AWARD as to the value it brings.

This value proposition also extends to working with others in the field of women's empowerment and excellent research delivery. This will enable AWARD to complement at an individual level, the soft skills of biophysical research teams building their leadership levels, and in doing so advancing their inclusion, access, agency, and transformative nature in the work that they do.

AWARD could work more closely with SROs who are tasked with supporting African NARS, in both anglophone and Francophone Africa, through complementing their work with individual capacity development programs that advance institutional goals and outcomes. The GRARD Program has the potential for this, though this phase of the strategy was not resourced sufficiently or monitored effectively to provide evidence for its potential expansion. If pilots are conducted in AWARD, the M&E system is a critical part of understanding what is working, how and why and to be able to build on these learnings.

3.4 Internal Coherence Findings

From the internal perspective, staff and Steering Committee rated the coherence of AWARD’s programs relatively highly. Seventy percent of staff agreed strongly or somewhat that the organization has a good knowledge of the other major organizations in the sector (note that only staff were asked this question, not the Steering Committee). Similarly, an even greater proportion (80%) felt that AWARD has a strong relationship with these organizations (Figure 13), with no individual strongly disagreeing to this statement.

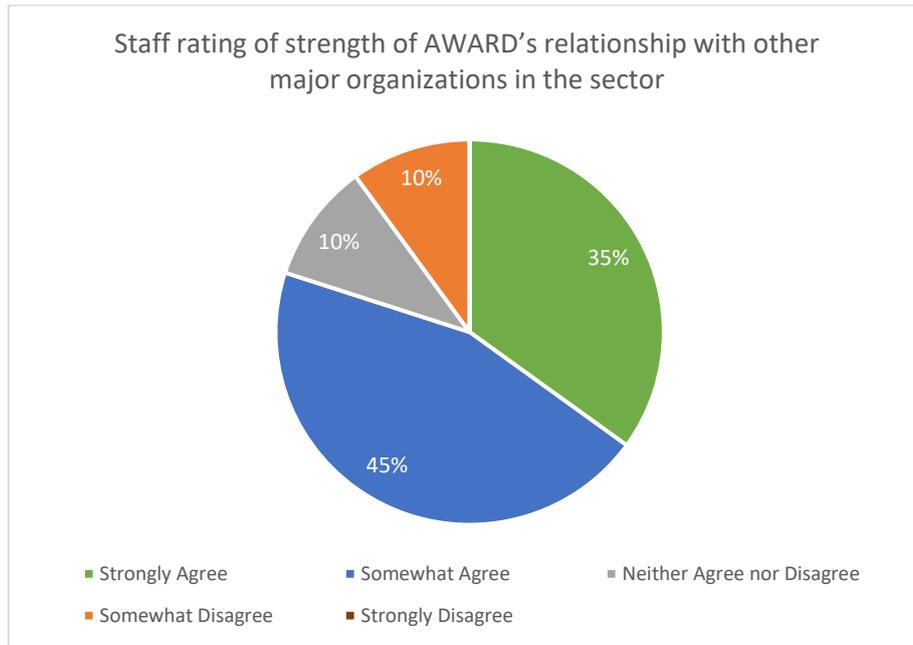


Figure 13 Staff rating of strength of AWARD’s relationship with other major organizations in the sector.

Finally, within this context of high confidence in the knowledge of, and relationships with, key players in the same space as AWARD, 76% felt (agreed strongly or somewhat) that AWARD has a clear comparative advantage in this space (Figure 14). This comparative advantage was further articulated primarily in relation to the fellowship program, as well as AWARD’s knowledge and experience.

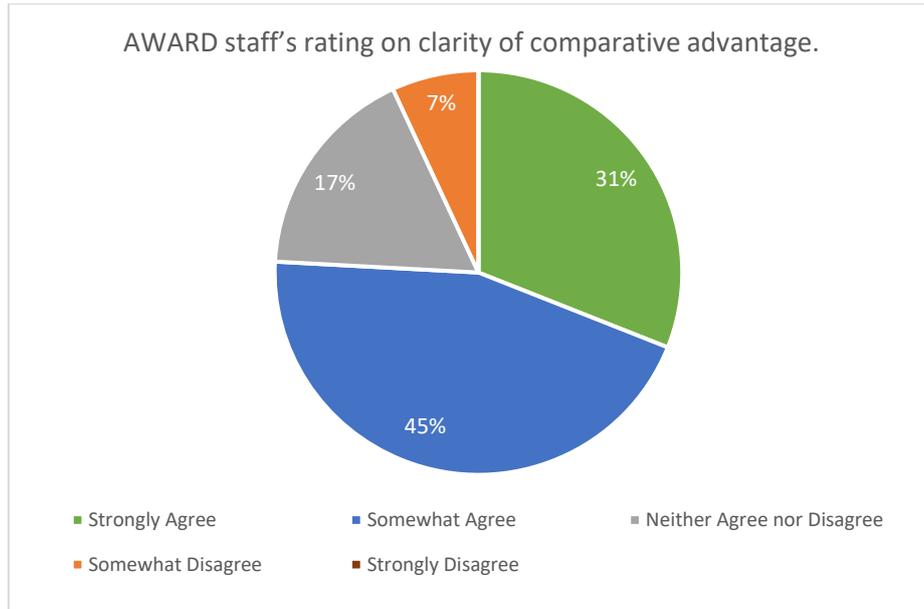


Figure 14 AWARD staff's rating on clarity of comparative advantage.

4. Effectiveness

This section assesses whether the strategy has achieved its objectives. It gives primary focus to the achievement of the Pillars of the Strategic Plan.

Summary overview of Strategy Program Effectiveness; Judgement Heat Map of Progress

The Heat Map (Table 7) below has been developed for the purposes of visualization of progress of strategy implementation for Pillars One to Three. Due to the absence of clear ambition, KPIs and targets for each outcome, the colors assigned to each outcome have been based on the Evaluation Team's judgement after considering all evaluation evidence and its triangulation coupled to additional desk research, and a broader in-person stakeholder workshop (Kenya).

Table 7 Heatmap of progress against Pillar Outcomes⁵⁷

	Outcome	Status	Rationale
<i>Capable, confident, and influential African women scientists lead critical advances and innovations in ARD.</i>			
Pillar 1	Outcome 1: More scientists empowered to remain in & effectively contribute to ARD	Good progress	Individual level results; confidence, career progression
	Outcome 2: More multi-skilled, empowered scientists influence & lead science, entrepreneurship, and policy initiatives in ARD sector	Limited progress	Limited evidence as to Alumni contribution to entrepreneurship and policy initiatives in ARD sector
	Outcome 3: Flourishing national AWARD Alumni chapters support continual professional development & scale out training & empowerment of scientists	Fair progress	AWARD Country Chapters have made fair progress with varying in levels of activity and contribution to this outcome
Pillar 2	Outcome 1: Men & women research conducting high quality, high-impact gender responsive ARD	Limited progress	Results limited for gender responsive ARD, more evidence in terms of increase in gender awareness, little to modest evidence of impact in ARD
	Outcome 2: NARS fully support women scientists excelling in ARD and in leadership	Limited progress	Limited evidence available, very few case studies only
	Outcome 3: Continually emerging data on progress toward, and impact of, GR-ARD and GR institutions	Little to no progress	No system in place and being used to track institutional data & trends
	Outcome 4: Comprehensive assessment of current state of GR-ARD & institutions in Africa, tools for strengthening/transforming gender responsiveness in sector	Fair progress	No comprehensive assessment available of GRARD and institutions; assessment and some tools developed for GRARD. Would require complementation on the relationships side of these strategic partners
Pillar 3	Outcome 1: Gender responsiveness is fully embraced as the norm for ARD & NARS, and is seen as indispensable for ARD to address climate changes & African ag productivity goals	Little to no progress	No evidence available to support outcome achievement
	Outcome 2: Regional & national leaders craft supportive policy, invest in, and incentivize gender responsive institutions and ARD	Little to no progress	No national or regional policy examples identified
	Outcome 3: Scientists well represented in research; policy & other leadership roles Africa-wide	Fair progress	Career progression and increase in leadership roles identified, usually however within own institution

AWARD's Reach 2017-2022

AWARD's total reach across all three pillars and projects during the strategy period is 3,193 individuals, with a 64.7% Women – 35.3% Men split (more women than men engaged across all three pillars, and no men engaged in Pillar Three). Of the three pillars of the strategy, Pillar One has the greatest reach of participants. This is consistent with findings in other areas that Pillar One was the greatest resourced

⁵⁷ Color coding scale for Progress Heat Map

Good progress	Green
Fair progress	Yellow
Limited progress	Orange
Little to no progress	Red

and perceived internally as the greatest area of success. The fourth category, ‘other’ which is predominantly trainings, represents the largest category in terms of reach.

4.1 Pillar One: Individual Level Effectiveness

AWARD’s strategic plan states that ‘We seek to have capable, confident, and influential African scientists lead critical advances and innovations in ARD. AWARD will continue investing in high achieving African women scientist to ensure that the continent continues to build its valuable pool of talented innovators.’

To achieve the overarching outcome of Pillar One of the Strategic Plan, AWARD identified three supporting outcomes.

- Pillar One, Outcome One: More scientists empowered to remain in and effectively contribute to ARD.
- Pillar One, Outcome Two: More multi-skills, empowered women scientists influence and lead science, entrepreneurship, and policy initiatives in the ARD sector.
- Pillar One, Outcome Three: Flourishing national AWARD Alumni chapters support continual professional development and scale out training and empowerment of scientists.

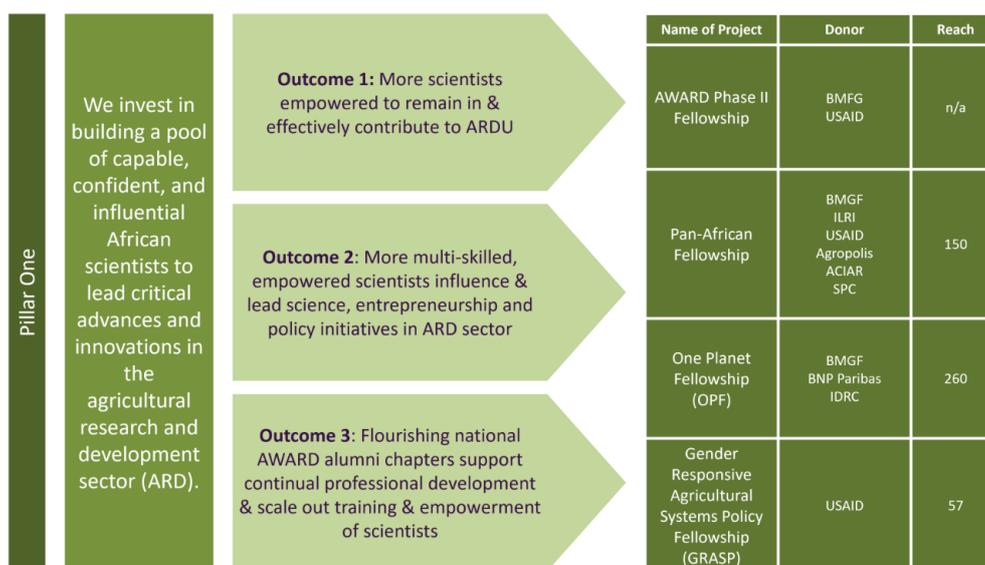


Figure 15 Pillar 1 Outcomes, Projects, Donors, and Reach

AWARD's Fellowships that contribute to Pillar One

Finding 4.1.1: It is evident that AWARD's work is supporting meaningful confidence building and capacity development at the individual level with tangible results for the career progression of program participants (Pillar One: Outcome One and Two). Alumni reported being transformed from the previously shy to bold, confident, assertive, and productive individuals. A range of capacity development areas have been identified, the capacity and skill to mentor others was noted as the most advanced while capacities/skills to advocate for to support gender responsive research least advanced.

Results suggest AWARD's Fellowship Programs are highly effective and a core strength of their offering. AWARD offers a range of Fellowship Programs to women and men scientists across the African continent which aim to contribute to enhancing the pool of 'capable, confident, and influential African scientists.' These Fellowship Programs include – the Pan African Fellowship, the One Planet Fellowship, and the newly launched GRASP. These Fellowship Programs have been developed, honed, and adapted over AWARD's existence, which has allowed AWARD to deliver meaningful impact at the individual level and become a leader in this space. While specific indicators and data are not available to measure the outcomes of Pillar One, it is the view of the Evaluation Team that the Fellowship Programs contribute most notably to Outcome One and Two of Pillar One.

“To be direct, there is not an AWARD fellow I've met who is not brilliant – outspoken or soft spoken, transformation of a person as a result of AWARD is truly inspiring. I have met many different fellows from different backgrounds. Transformation of a person and how they work as a collective – will remain the outstanding effect of AWARD.”

- Institutional Leader

All (100%) of AWARD trainees, fellows, and fellows' mentees and 92% of mentors have stated that they believe their participation in AWARD programs has strengthened their capacity to do or see things differently.

AWARD positively impacted on various capacities of individuals including their; ability to mentor others (79%), increased self-knowledge (77%), increased confidence and assertiveness (77%), increased networks and collaboration (74%), and opportunities to progress in leadership (71%). This trend was seen most strongly amongst the Fellows. All the above capacities, (except mentoring others) were cited by an even higher proportion of Fellows. In-country visits and interviews confirmed AWARD greatly impacted agency related to the “power within” at the individual level, with positive change for Alumni in terms of their confidence, self-belief, and vision for their own career progression. This impact at the individual level was shared across all areas of evaluation research and countless stories shared of type of transformation. Alumni notably fellows were transformed from formerly shy persons to bold, confident, assertive, and high performing individuals.

Mentoring scored highly in capacity development (both how its embedded and its quality). KIs during the country visits confirmed this and Alumni noted that mentorship was key for strengthening their abilities to attend to detail, meet targets, and timelines and take on deliberate mentorship of other scientists.

While capacities and skills to support gender responsive research were scored as least advanced, the survey results suggested that respondents did not appreciate that the questions they were asked related to the development of specialized gender research methodological skills. Further investigation

would help to determine if any gender specialist skills were acquired through the AWARD trainings by examining the curriculum that had been used in the training modules in detail.

AWARD’s use of personality tests (an element of leadership courses) helped fellows to discover their own personalities thus enhancing self-awareness of their strength and weaknesses. Development of career purpose road maps ensured clarity of career vision, goals, and recognition of actions they had to undertake to move along the defined path. It sharpened focus, motivation, and zeal to face and navigate challenges along the way and maintain focus to continue the career path knowing that they are the captains of their own ship. Presentation skills, coupled with negotiation skills and encouragement during the training and mentorship process enhanced Alumni’s confidence and assertiveness to air views, seek to be heard, and negotiate their rights in the workplace. These changes in individual capabilities have contributed to accelerated career progression.

An overview of the survey results with regard individual capacities strengthened is presented in Table 8 (below).

Table 8 Highest and Lowest Scoring individual capacity strengthening across stakeholder groups - external survey

Survey cohort	Highest scored	Lowest scored
Training Participant	Improved understanding gender responsive research	Undertake research in climate change adaptation and mitigation ⁵⁸
Fellow/Laureate Candidate	Understanding gender responsive research better	Advocate for adequate resources (human, financial & physical) to support gender responsive research
Fellow’s Mentee	Increase self-awareness	Undertake research in climate change adaptation and mitigation
Mentor	Mentor others	Improve your science writing and publishing

Capacity strengthening results were achieved at the individual level due to their interaction with AWARD (Figure 16).

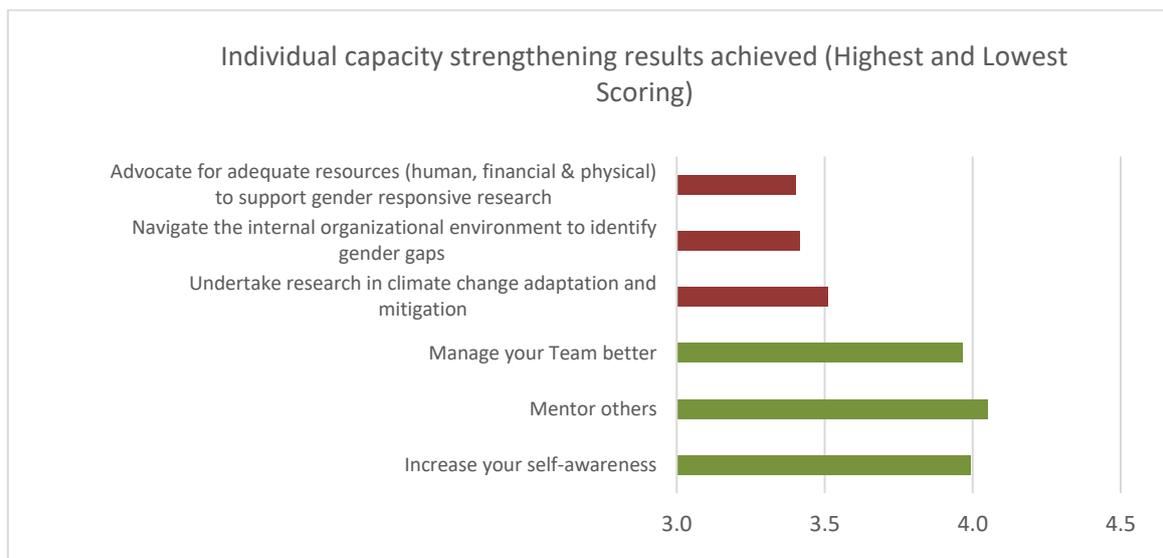


Figure 16 Individual Capacity Strengthening Results Achieved (weighted average, highest possible weight -5)

⁵⁸ AWARD does not provide training on climate change and adaptation outside the OnePlanet Fellowship courses

Finding 4.1.2: A subset of result areas were explored within the survey, these included career progression and leadership and research collaboration – from project proposal, funding, management, and dissemination. Overall, survey respondents noted research collaboration (73%) as the highest rating in terms of AWARD’s contribution to career progression, while getting a new job was rated lowest 8%). Women reported taking up leadership roles and increased ability in grant writing.

Career Progress and Leadership

When disaggregating by men and women respondents⁵⁹, the results suggested 73% of both women and men reporting they have expanded their research collaborations or taken up leadership roles (56% of women and 57% of men). Furthermore, respondents have an increased ability to write competitive grants and win awards (48% of women and 49% of men).

A higher proportion of women had a greater *triggered interest in pursuing a higher degree* (32% women, 14% of men). Whilst a higher proportion of women with a master’s degree participate (17% men, 30% women), a higher proportion of men hold PhD’s (80% men, 67% women). This is worth noting when considering respondents who received a promotion within their current institution (32% women, 19% men) and get a new job (12% women, 3% men). In their current roles, there are more men in senior management than women (12% and 7% respectively), though at the Director/CEO position there are 6% women and 2% men. In field visits, especially from the brief history of women scientists and women in leadership at CSIR, this women-friendly inversion in career progress is linked to the seeds sown by AWARD Alumni in the institution. The Figures below (Figures 17 and 18) illustrate that survey respondents rated *expanded research collaboration* highest area and *getting a new job* the lowest in career progression.

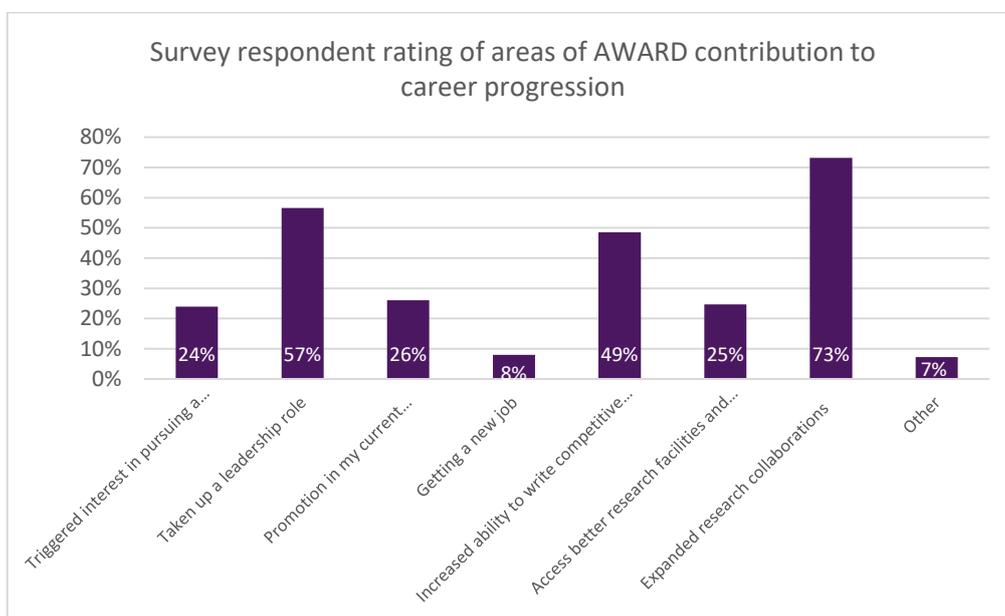


Figure 17 Survey respondent rating of areas of AWARD contribution to career progression

⁵⁹ Total survey respondents disaggregated by sex - Women: 96, Men: 84

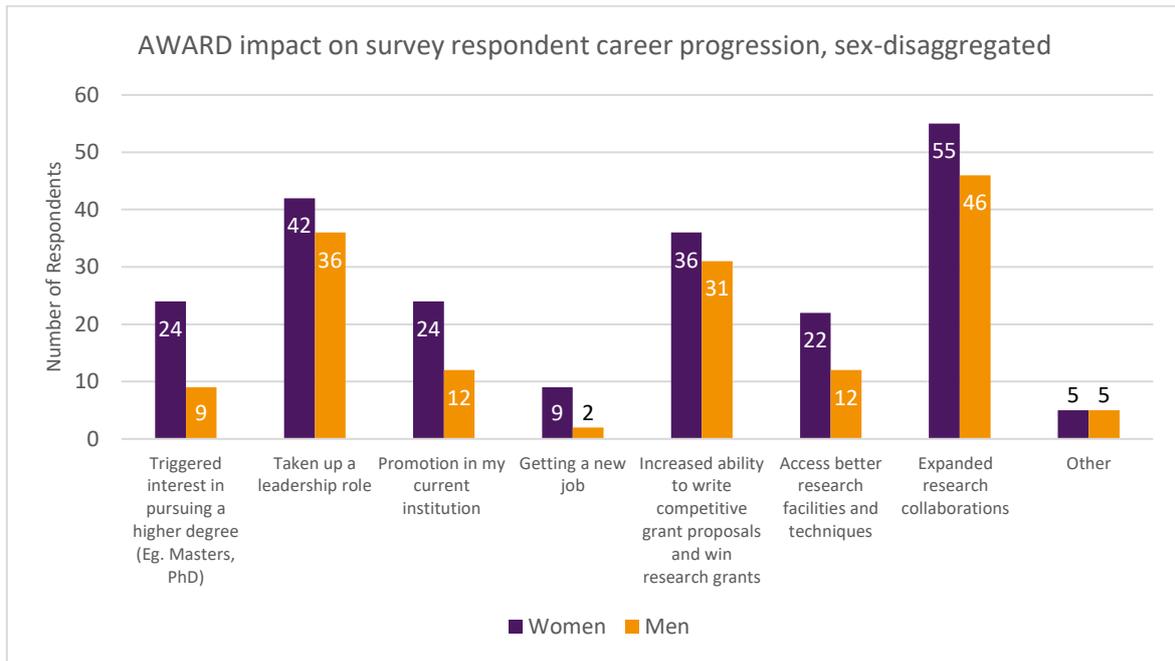


Figure 18 AWARD impact on survey respondent career progression, sex-disaggregated

Leadership

Most Alumni (70%) reported strengthened leadership skills (43% high and 28% fully). Fellows (77%), Mentors (72%), and Fellow Mentees (69%) strengthened their leadership compared to training participants (57%). Improved self-knowledge, appreciation of different personalities within the workplace, greater empathy, and emotional intelligence, and using feedback enhanced acquiring leadership roles, communicating and managing working relationships with superiors, peers, and subordinates more effectively were all shared in interviews. Increased team productivity and better research outputs resulted from enhanced skills in managing research teams. Better management of conflicts towards win-win solutions were cited. Reflections on the leadership program were corroborated in field visits, where many Alumni occupy senior level leadership positions. Overall, Alumni (40%) took up leadership positions. As would be expected Fellows (54%) and Mentors (44%) acknowledged taking up leadership roles compared to the Fellow Mentees (29%) and training participants (17%). This trend was consistent across different options Alumni could take leadership positions (Figure 19).

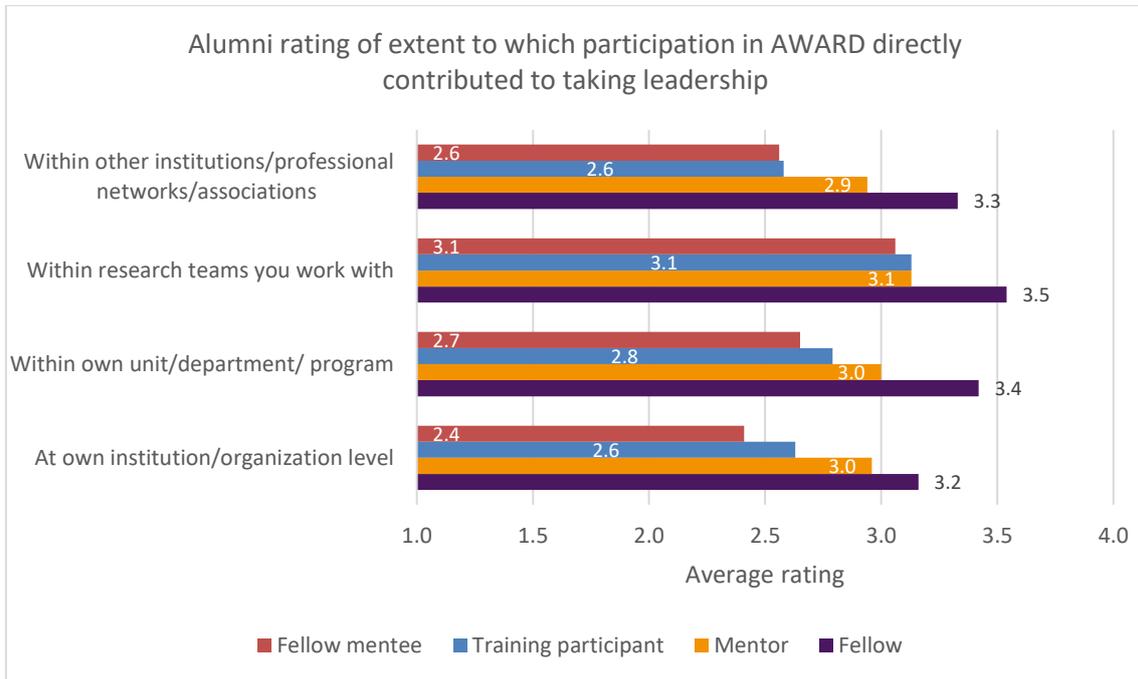


Figure 19 Alumni rating of extent to which participation in AWARD directly contributed to taking leadership (Weighted average, highest possible weight – 5)

Research collaborations

Expanded research collaboration was common: 74% of Alumni⁶⁰ reported increased research collaborations, the majority (84%) due to participation in AWARD. Predominantly these were within their own institution or another African institution. However, international collaborations in the form of proposal development, joint project implementation and co-authorship were also mentioned. In-country interviews reported expanded networks, interacting with people from different countries, during mentorship, training and through advanced science placements. These relationships have endured (87% Fellows, 86% Mentors, 76% training participants), continue to provide motivation and inspiration and support collaboration, access to research facilities, data collection and sharing opportunities. The highest frequency of these collaborations was within their own institutions (Mentors and training participants), outside their own institution but the same country (Fellow Mentees) or with other African countries and outside Africa (Fellows and Laureates).

⁶⁰ Fellows 81%, Fellow mentee 77%, training participant 71% and mentor 67%

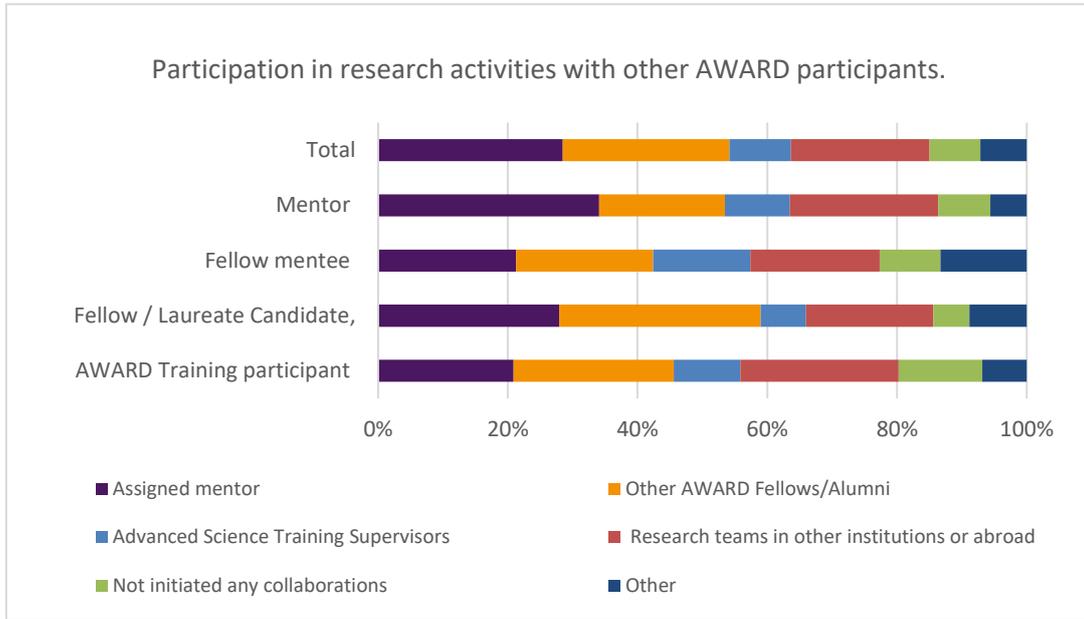


Figure 20 Participation in research activities with other AWARD participants.

- 70% of fellows collaborated with other AWARD Fellows, 63% collaborated with assigned mentor, 44% collaborated with research teams in other institutions or abroad.
- 53% of fellows’ mentees collaborated with other AWARD Fellows, and an assigned mentor.
- 45% of training participants collaborated with other AWARD Fellows/Alumni while 44% collaborated with research teams in other institutions – positive considering not necessarily an expected outcome for training participants.

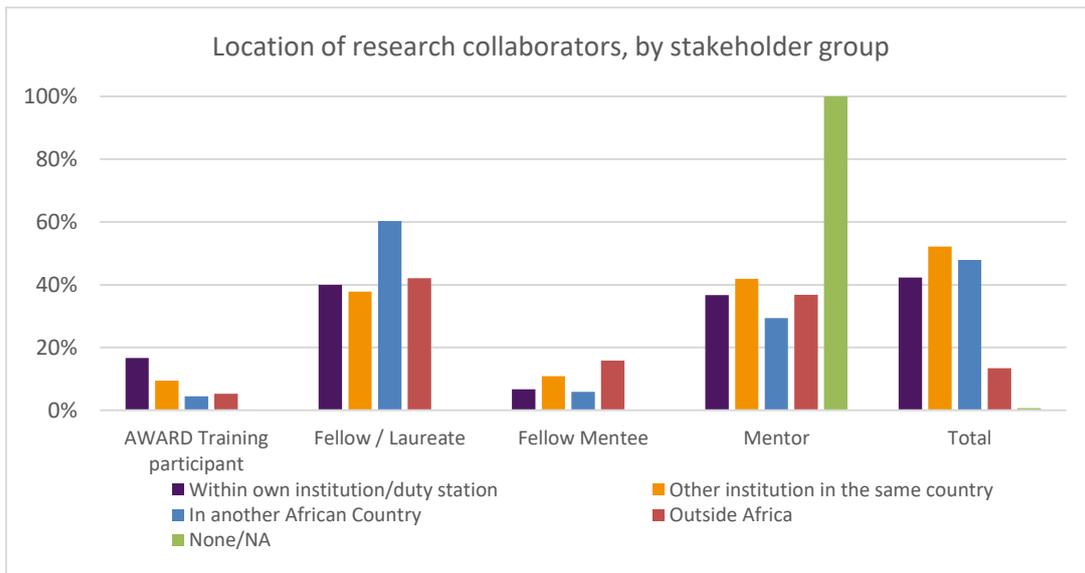


Figure 21 Location of Research collaborators

- 52% respondents collaborated with an institution in the same country, 48% collaborated with in another African country, 42% collaborated within their own institution.
- 38% fellows collaborated with researchers in another African country, 42% reported working with researchers outside of Africa.
- 42% Mentors collaborated with another institution in the same country.

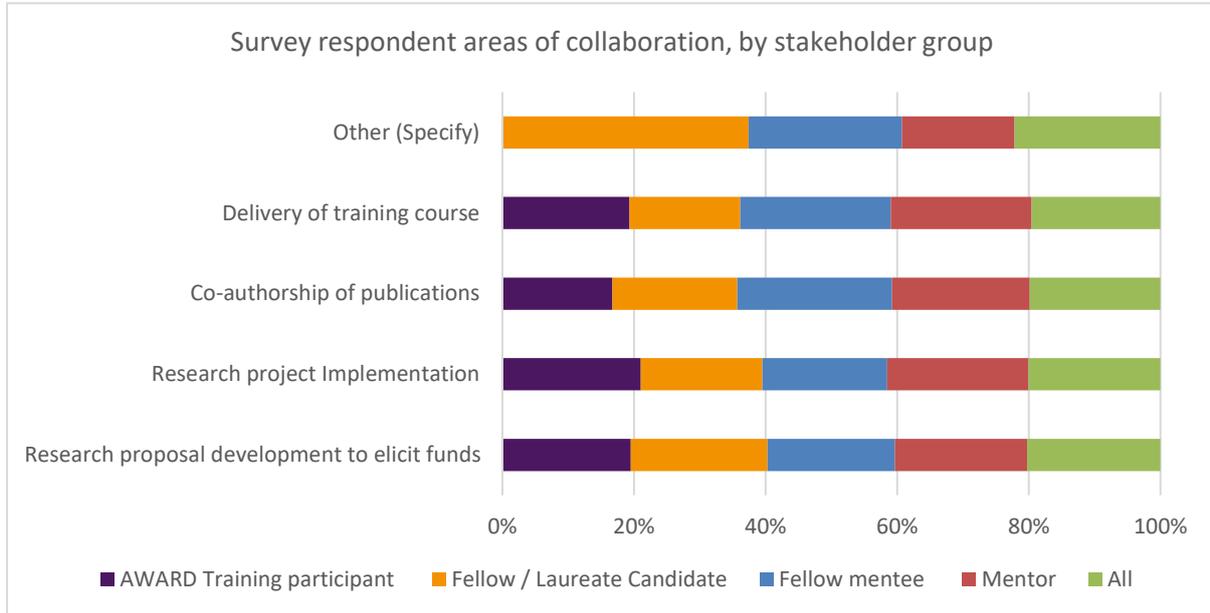


Figure 22 Survey respondent areas of collaboration

- 63% respondents had co-authorship of publications, 62% joint research project implementation, 61% developed research proposals.
- 63% fellows surveyed collaborated in research proposal development, while 60% collaborated in co-authorship of publications.
- 65% of training participants collaborated in a research project.
- 67% of mentors and 75% of fellows’ mentees collaborated in co-authorship of publications.

Funding research projects

Participants reported acquiring proposal writing skills, the confidence to write grant proposals, seek funding and an enhanced ability to win grants. They also cited engaging in research as principal investigators or co-investigators enabling them to have research projects. This would also benefit a fellow’s institution supporting their research activities and generate outputs and outcomes. The One-Planet Fellowship facilitated collaborative writing of grant proposals among the fellows and some of the groups reported winning grants.

“Participation in AWARD gave us the ability to execute our work duties better, be able to write research proposals which win grants and bring in funds to support research and use the results to publishing papers in referred journals. This is very important for our organization KALRO. Before we would just come to office but there was not much that were doing.”

- FGD Participants, KALRO

“We were put in teams/groups and they pushed us a lot, encouraging us to write proposals. They give us information to apply for grants or opportunities to publish. In a group with Senegal, Côte D’Ivoire, Kenya, Malawi, Tanzania and, Zambia we just started writing a paper, but we have been too slow. AWARD keeps asking for progress and provides constant reminders and suggestions for calls we can apply for which is good. Communication in the physical meetings was easy but for the online meetings language barriers become a problem for French speakers who do not fully comprehend English. You have to speak very slowly or type in a chat for them to be able to follow. Also due to time differences between Southern and West Africa, agreeing on convenient time for group discussions was somehow a challenge.”

- OPF Fellow, a woman

Dissemination of research

Participation in AWARD enhanced scientific writing and publication skills of Alumni (60%), scientific writing and publication (80%) and presenting research results more effectively through the numerous opportunities for public speaking, pitching and persuasion. Fellows passed these skills to other staff with some citing adoption by other staff and using these as a basis for improving staff communication skills.

Finding 4.1.3: Lesser progress has been made with regard to Outcome Three of Pillar One ‘*Flourishing national AWARD Alumni Chapters support continual professional development & scale out training and empowerment of women scientists.*’ Key obstacles include the lack of a structured engagement and support to Country Chapters including resources to enable their work at a national ecosystem level.

AWARD has worked consistently to create and establish the 11 AWARD Country Chapters⁶¹, as advocacy, knowledge sharing and national and intra-country collaborative networks.⁶² They are made up of AWARD Fellows, Mentors and Fellows’ Mentees but remain open to other scientists and development practitioners interested in driving gender equality and social inclusion for sustainable agricultural research and development in Africa.

These AWARD Country Chapters have advanced cross-learning between Country Chapters through exposure visits and there are positive examples of flourishing chapters in some country contexts. Whilst the effectiveness of some Country Chapters has progressed, some obstacles cited by Country Chapters include an unclear approach to engagement, and support to Country Chapters including the resourcing and limited financial support. The AWARD Policy Country Chapter Engagement (2021) gives guidance for the basic governance structure of Country Chapters, responsibilities for AWARD and for the Chapter, but is not accompanied by an implementation plan for ongoing Country Chapter engagement and support.

Country Chapters convey their expectation for a system for resource mobilization and appropriate use of funds. The review in 2021 reported that at least six of the eight Chapters currently charge an annual membership fee which is their main source of income. While the onus is on the Country Chapters, AWARD has committed to supporting events up to a limit of US\$4,500 per event per year, dependent

⁶¹ Ghana (GhaWARD), Nigeria (NiWARD), Zambia (ZaWARD), Rwanda (Rwanda AWARD), Ethiopia (EWARD), Uganda (UgAWARD), Kenya (KeWARD), Tanzania (TanzaWARD), Malawi (MaWARD), Mozambique (MozAWARD), Senegal

⁶² AWARD Policy Country Chapter Engagement, 2021

on a proposal being received. The 2021 Country Chapter review indicates that some Chapters received support for conceptualizing and establishment of Chapters, launch events and first annual meetings. Strategically, AWARD has also supported the cross-country collaboration of Country Chapters by financing exchange visits, for example including four members to brainstorm the creation of the AWARD Francophone chapter. The evaluation did not analyze any investment costs for the creation of the Country Chapters and subsequent support and cannot comment on the value-for-money element of this initiative. The review provided recommendations but there is insufficient evidence that these recommendations have been implemented.⁶³

Finding 4.1.4: The very positive results achieved by AWARD Fellowships and programs are enabled by many factors but the most notable is the Fellowship and mentoring model that AWARD has developed over its 14 years' experience. This coupled to a tailored and human-centered, inter-generational and holistic approach have been instrumental to the Fellowships' success.

AWARD's Fellowship Approach and Mentoring Model are seen to be very effective; not only in terms of achieving results, but also in terms of sustaining results. There is evidence that organizational learning has informed the development of fellowships over time capitalizing on internal learning, which has led to the development of training courses and the influence of the external environment in being able to respond to major trends, such as the climate crisis.

Mentoring is central to AWARD's Fellowship Model, with 78% of respondents reporting that mentoring capacity is the most strengthened capacity due to AWARD. The Fellow-Mentor and Fellows' Mentee structure of the Fellowship model, not only ensures that mentoring is embedded in the fellowship but also established the potential for positive knock-on effects to more people. Additionally, inclusion of a mentor in the process garners a certain level of institutional buy-in into the Fellowship and ultimately the objectives of the Fellowship program. What is greatly appreciated as part of the mentorship model is the inter-generational approach and the mutual learning experience. To support the mentoring model, AWARD delivers a set of training modules, this can be adapted based on needs and requirements.

Further validation of the mentorship approach has been the institutionalization of mentorship in certain cases. One such example is in Malawi, where the Alumni of Lilongwe University of Agricultural and Natural Resources (LUANAR) influenced the decision to make an institutional commitment to mentorship. Thereafter, mentorship was integrated in the institution's strategic plan and is a leadership priority. The new Vice Chancellor (VC) and Deputy VC are both AWARD Alumni (mentors) and have pledged to champion the mentorship program. A further example was cited at the University of Nairobi.

The external survey excluded the participants in the pay-for courses, as this was agreed at Inception not to be a key element in the pathways of change linking the three Pillars of the strategy. However, from limited discussions with A-Team members in the field, AWARD should invest efforts in stimulating demand for the pay-for courses. Training is an underpinning element to all that AWARD does; it is carried out predominantly as part of Fellowships and at the request of institutions/for-pay courses.

⁶³ Country Chapters Assessment, 2021, Recommendations p58



Figure 23 AWARD Training Themes

The quality, relevance, and appropriateness of training by AWARD (Figure 23)⁶⁴ was not assessed in detail in this evaluation as course modules, trainer assessments, trainee feedback on modules and trainers and documented refinements to training courses were not available to scrutinize. Despite this, AWARD pursues measures to ensure the quality and relevance of its training. Training is adapted to program participant needs and the external environment. In field interviews, participants said that the leadership and mentoring series have undergone most consistent development, while the gender in agriculture series and the science series have undergone development to a lesser extent. However, in discussions with AWARD, the science series is declared to be advanced having undergone revisions and adaptations. Additional quality assurance mechanisms are the annual A-Team trainer retreat where trainers discuss and share ideas on module improvement. Course evaluations are carried out though they are not systematic and there is little evidence that the lessons are applied to refine the courses on an on-going basis. Concerns were raised in the evaluation as to the level of expertise in the training team around gender and gender responsive research methods and practices. With a team of only three persons managing and coordinating the 58 external trainers, there are questions that arise about being spread very thinly.

4.1.5 A reflection on the effectiveness of the Francophone expansion

As highlighted in the Dalberg review of 2011, the Francophone AWARD program has been designed and implemented to enable women in Francophone Africa to seize career opportunities and to inspire more qualified women to advance their careers.

The program was built around two cornerstones: Career management and Competitive science. The career management component was intended to build the participants' awareness of their strengths, increase their understanding of what it takes to be a strong leader and teach them about possible career opportunities. The competitive science cornerstone was designed to encourage professional ambitions and reward best performance. The successful implementation of this program depended largely on the partnerships developed for the fellowship program, and the list of eligible countries. Country criteria were created according to a set of indicators providing an overview of the situation

⁶⁴ AWARD provides five training series; 1) Mentoring Series; 2) Leadership Series; 3) Training of Trainers Series; 4) Gender in Agriculture Series and 5) Science Series. Series are then chosen, adapted, and modified based on the focus and requirements of the Fellowship/for-pay training.

of women in these countries, as well as to assess the level of existing donor activity in agriculture in these countries.⁶⁵

When examining respondents’ feedback in the external survey, it is worth noting that only 16% of Francophone respondents to the survey listed their current (as of October 2022) institutional affiliation as NARS in either Anglophone or Francophone countries (see Figure 24 below). As a result, the Evaluation Team is cautious with interpretations around this area of focus as this is not enough for any statistical significance. National research organizations in Francophone countries have responsibility for research and data for decision making in agriculture.

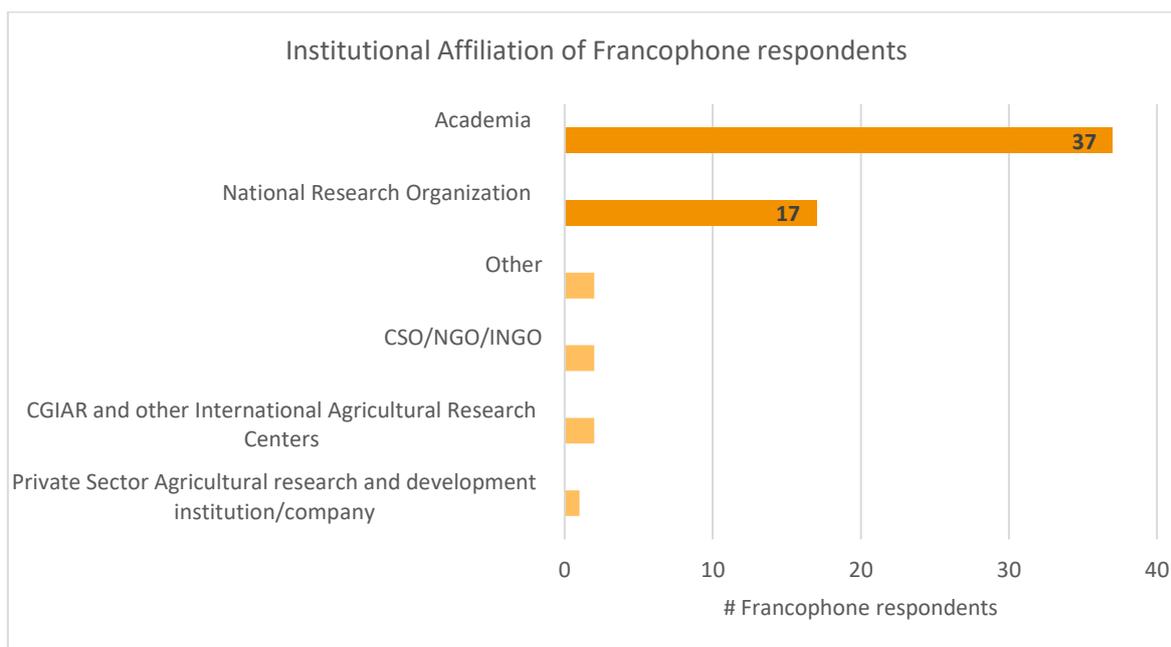


Figure 24 Institutional affiliations of Francophone respondents to external survey

Effectiveness of the bilingual delivery model: Outcome in career management and competitive science

The needs analysis of women agricultural researchers in Francophone Africa conducted by Dalberg in 2011 showed that some needs identified could be addressed by the women scientists themselves, others by peers and colleagues, family, and friends, while others can only be addressed by governments and their support institutions. The main challenges are at the organization level, country level and cultural level. AWARD’s Francophone feasibility study indicated the actions that could be taken to support these women are: *“Build the confidence of women and make them more aware of their strengths; Develop mentoring relationships to motivate and inspire; Create networks that allow women to develop strategically important relationships with peers and male and women extension workers; Improve their skills in writing scientific proposals, English, and IT.”* These needs were incorporated into the training modules during AWARD's 2017-2022 strategy. When asked if the AWARD program and range of support and activities met their need in terms of advancing their career and progression goals Francophone respondents indicated a positive experience (Figure 25 below). The training modules that were frequently identified as meeting the career needs of Francophone respondents were the specific modules on:

⁶⁵ Dalberg Global Development Advisors, 2011, CGIAR Gender & Diversity Program - Feasibility Study for a Francophone AWARD

- **Leadership capacity building:** better management of work teams, stress management, and other issues.
- **Mentorship training:** better knowledge about coaching and career development by identifying the best opportunities.
- **Scientific writing:** The skills in scientific writing allowed them to be considering international offers and do more publication.

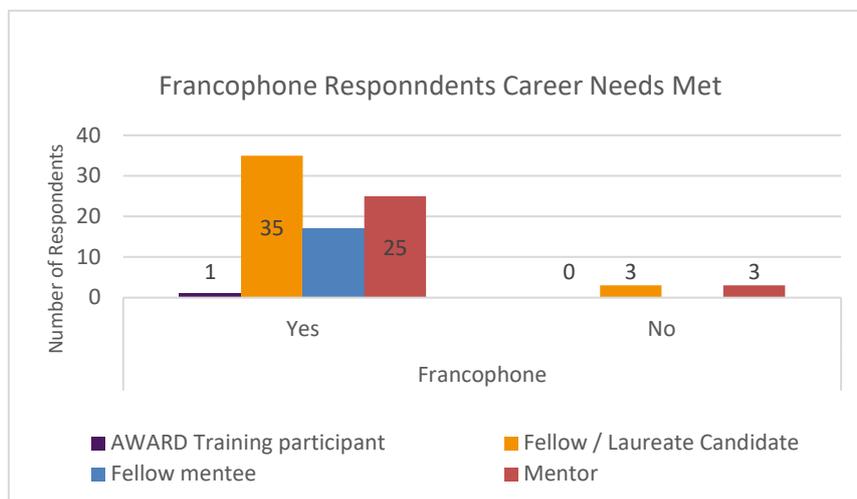


Figure 25 Extent to which AWARD met Francophone respondents needs

Challenges and key issues for the Francophone program

The study conducted by Dalberg to launch the first phase of Francophone intervention is now outdated (2011), and therefore an updated study reflecting current challenges in the Francophone context and with other ecosystem players in the women’s empowerment and gender space is required. Tracking results over time between comparable groups and continuously assessing the relevance and value of the modules is important to understand if there are opportunities for continuous refinement. This may help to advance an understanding of how Francophone NARs can better influence the Francophone African agricultural system. The current lack of data related to Francophone institutions prevents an understanding of the realities that can elicit appropriate solutions.

Institutions reflect societies and the social norms and practices in those countries. Institutional environments are therefore not divorced from society at large. An updated study would accurately reflect and address the current cultural realities, as well as facilitate an understanding of the problems from the Francophone researchers who live in it every day, the constraints they face, and pathways to address them through an action plan delivered by AWARD to reflect targeted interventions and AR4D transformation in these contexts.

Additional areas for AWARD’s consideration are:

- Increasing the dynamism of the Francophone Fellowships, and setting an earmarked quota to participate in the AWARD program each year. Otherwise, there is no guarantee an appropriate cohort will be selection through the application process, which may exhibit an unconscious bias in selections.
- Include an adjunct staff model that is tailored to understanding the context better. They will step in to manage French specific programs.
- Set up a website in French that can inform French-speaking researchers about AWARD activities to break the language barrier.

- Ensure proportionate representation of Francophone countries in AWARD governance and management; and the level to which the Francophone position influences AWARD strategic decision-making.

4.2 Pillar Two: Institutional level effectiveness

“AWARD needs to market itself within the political economy of research and science system in each country”

– Institutional leader

“Would like to see AWARD moving from building individuals to building institutions”

– Institutional leader

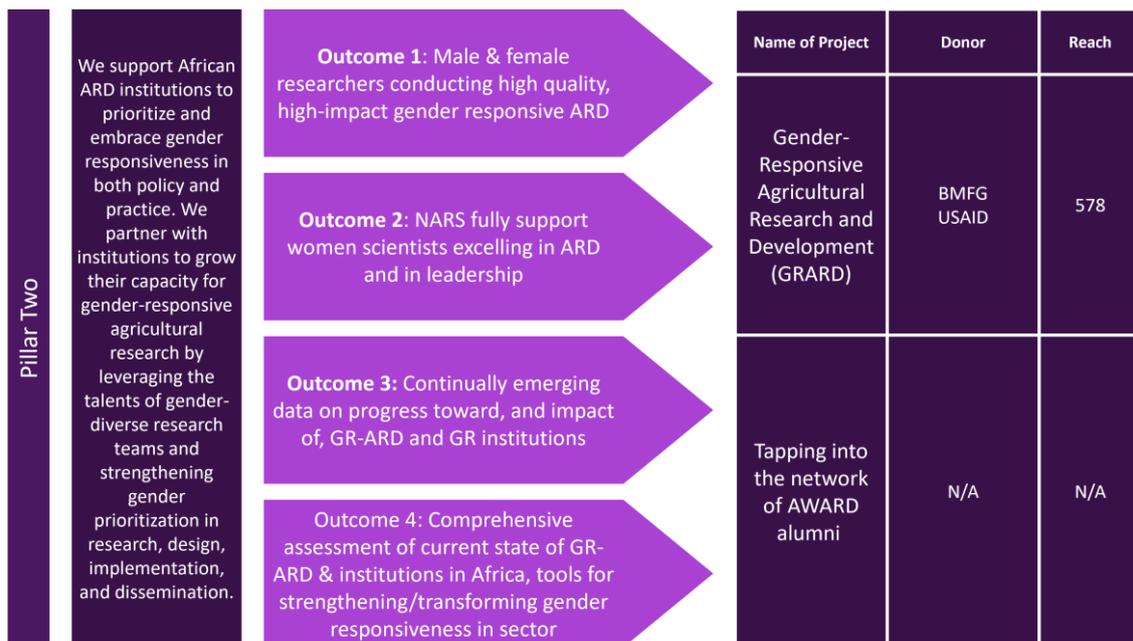


Figure 26 Pillar Two Outcomes, Projects, Donors, Reach

Finding 4.2.1: There are examples of AWARD’s contribution to positive and transformative change at the institutional level, due to the GRARD project. Examples of positive institutional results include the development of gender strategy or policy, and resource and budget allocations to gender and greater awareness at leadership level of gender, which may contribute to Outcome Two of Pillar Two. Unfortunately, no outcome indicators have been tracked by AWARD as part of the GRARD pilot project which would help advance an understanding of institutional change and opportunities for Pillar Two.

Working at the institutional level was a key shift of the 2017-2022 strategy and central to the new AWARD Model. This shift was implemented primarily through the GRARD project, though ambition for institutional results is also articulated in terms of developing a ‘critical mass’ of AWARD Alumni in an institution,⁶⁶ capable of influencing institutional norms and practices.

Gender Responsive Agriculture for Research and Development (GRARD) is a pilot project funded by USAID and BMGF launched in 2016⁶⁷, with eight institutions across six African countries⁶⁸, and partnerships in two UK institutes. From review of the documentation, the project design appears to be robust and conceptually sound, although the evidence underpinning it is unclear and less systematic regarding change in complex environments – political and technical. Additionally, materials and frameworks shared with participating institutions are noted to be well designed, informative, and instructive in terms of institutional management of gender progression and measurement.⁶⁹

Within the eight GRARD institutions, GRARD reached 377 individuals, 40 of whom were from the Ethiopian Institute of Agricultural Research (EIAR); specific attention is given to the enabling factors for EIAR’s strong engagement with GRARD below.

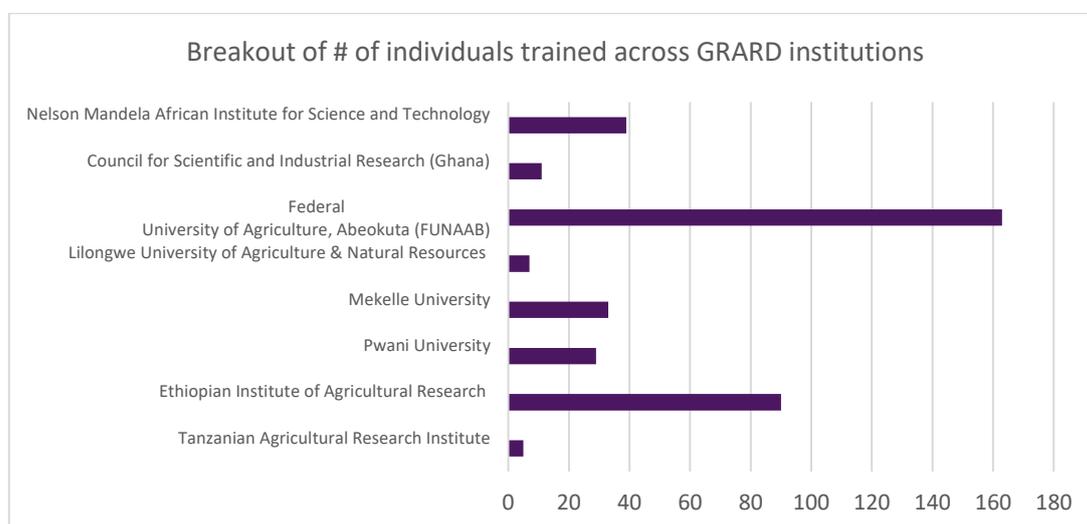


Figure 27 Breakout of # of individuals trained across GRARD institutions.

Overall, GRARD was effective in delivering its objectives, and donor reports confirm a completion of activities within an extended timeframe due to Covid-19. From the available evidence, GRARD is aligned to Pillar Two, Outcomes One and Two: ‘Institutions fully support women scientists in excelling in ARD and leadership’.

The actual contribution of GRARD to Pillar Two is less clear due to the lack of articulation of key outcomes and indicators for GRARD that are linked to the strategy. AWARD had approached the GRARD project as a proof of concept or pilot project, in terms of proving the need and effectiveness of working at institutional level and thus advancing AWARD’s ability to influence transformative change, however due to the limited resourcing, whilst it would have been important to track these changes, it may not have been possible due to resourcing required.

However, from interviews in the field there are positive results of changes at institutional level that GRARD may have contributed to.

⁶⁶ https://awardfellowships.org/wp-content/uploads/2020/06/Refreshed-AWARD-Strategy-2017-2022_compressed.pdf p16

⁶⁷ Donor funding provided between 2016 and 2021, NCE provided to December 2022

⁶⁸ EIAR (Ethiopia), Mekelle University (Ethiopia), CSIR (Ghana), Pwani University (Kenya), FUNAAB (Nigeria), NMAIST (Tanzania), TARI (Tanzania), LUANAR (Malawi)

⁶⁹ See GRARD handout for institutions – indicators included

1. One institution that was commonly cited as an example of transformative change was the Ethiopian Institute of Agricultural Research (EIAR) in Addis Ababa, Ethiopia. Members of staff at the EIAR had participated in both AWARD Fellowships and the AWARD GRARD project. During the evaluation, the results achieved in EIAR have contributed to significant changes. These include staff members stating that since engagement with AWARD, gender - as an agenda - has been institutionalized in EIAR, including resources allocated to gender, and EIAR's delivery of a gender focused conference, the only Ethiopian institution ever to facilitate a gender-focused conference.
2. Examples also apparent at Ghana's CSIR are worth noting. Institutional buy-in has played a role in fast-tracking AWARD Fellows to ascend the academic and leadership ladder in an impressive manner. Understanding the relevance of AWARD's program activities and the impact on the individual's professional growth inspired the pioneer women and men AWARD Alumni in leadership positions at CSIR (including the Director General or Deputy Director General) to foster a gender-equity friendly environment within the institution, materialized by a gender policy and some formal adoption of mentoring in the organization.
3. FUNAAB in Nigeria was also cited as a particular success in terms of the GRARD project. The institutional-level results at FUNAAB include a women Vice-Chancellor and Deputy Vice-Chancellor, a strong presence of women in department and unit headships and the institutionalization of mentoring. Recently, the University has developed a gender policy that was sent to the institution's Senate for examination and adoption. FUNAAB has included a Gender and Development class in their curriculum because of working with AWARD. It has also created a professional postgraduate degree program and a Certification on Gender and Rural Development, in addition to the undergraduate courses. The Certification courses allow external people to get a certificate after a three to six-month class.

Outside GRARD

The evaluation also notes examples of institutional change in institutions outside of the GRARD project, because of a critical mass of AWARD Alumni at the institution or a partnership with the institution. Notable results achieved have been an increased awareness of gender at board and leadership levels, development of gender strategy and policies, resource allocations to gender research and increases in the number of women in leadership positions. While these examples were all shared as the positive results of AWARD's work under Pillar Two, there is no robust evidence to assess the frequency or consistency to which these results are achieved, and the extent to which AWARD's engagement with the individuals or the institutions has contributed to these results (causal inference).

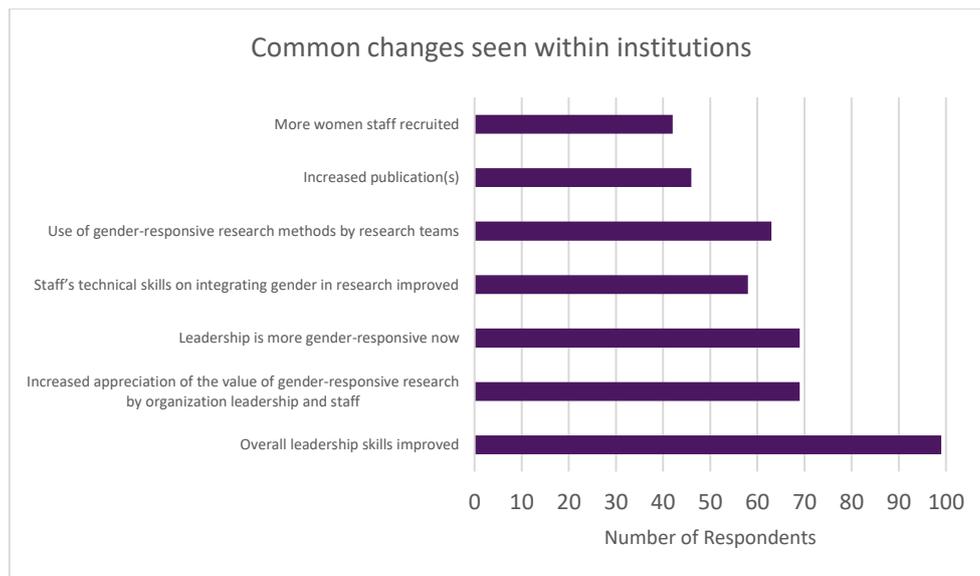


Figure 28 Top 7 changes seen by survey respondents within their organization following the application of knowledge and skills acquired through AWARD program.

The external survey explored the kinds of activities deployed to influence institutions on the part of participants, and the institutional engagement with gender-responsive policies and practices following participant engagement with AWARD to illustrate how AWARD participants within an institution may influence institutional buy-in to gender-responsive ARD. However, this data should be interpreted with caution, it represents the self-reported participant perspective as a snapshot and does not reflect before and after status of the individual or the institution.

Participants shared a range of actions that they had undertaken as an individual or with others, who participated in the AWARD program activities to influence their organizations to either create gender policies, frameworks, or support colleagues to implement gender responsive research. They reported the following actions (Table 9 below):

- All participants shared resources with their colleagues or supervisors. Fellows and Mentors reported more mentoring of other scientists on gender responsive research compared to training participants and fellow mentees were the same.
- Across participants, 30% reported advocating for change in research practices or guidelines to be more gender responsive. Training participants and Fellow’s Mentees providing training or holding gender sensitization meetings.
- At least 25% of respondents reported participated in drafting of institution’s gender policies or strategies.

Table 9 Actions undertaken by past participants to influence their organization to integrate gender-responsiveness in research

	Training participant	Fellow / Laureate Candidate	Fellow mentee	Mentor	Total
Shared resource from AWARD with colleagues or supervisors	83	58	65	44	56
Mentored/coached other scientists on undertaking gender responsive research	29	49	29	63	50
Provided training or held gender sensitization meetings	37.5	18.8	47.1	16.7	23.1

Conducted seminars/webinars to share results from gender responsive research activities	16.7	18.8	17.7	12.5	15.9
Advocated for changes in research practices or guidelines to be more gender responsive	33.3	30.4	47.1	27.8	31.3
Participated in the drafting of the institution’s gender policies or strategies	20.8	7.3	17.7	6.9	9.9
Mentored other staff on leadership	25.0	44.9	29.4	52.8	44.0

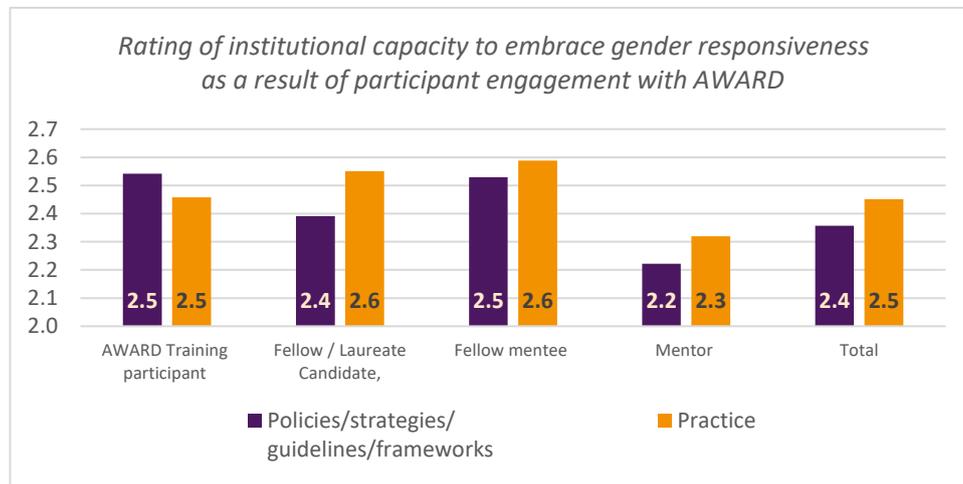


Figure 29 Rating of institutional capacity to embrace gender responsiveness due to engagement with AWARD (Weighted average, highest possible weight – 5)

Finding 4.2.2: Less evidence of the specific intentional progress on Pillar Two, Outcomes Three and Four exists. No systematic M&E framework with indicators and outcomes has been put in place to track GRARD results. Similarly, no comprehensive assessment of GRARD and institutions in Africa as well as frameworks, research methods and practices for strengthening and transforming gender responsiveness in the sector have been highlighted or implemented.

Under Pillar Two, AWARD states that it will develop ‘continually emerging data on progress towards, and impact of, GRARD and gender-responsive institutions’ (Outcome Three) and carry out a ‘comprehensive assessment of GRARD and institutions in Africa, tools for strengthening and transforming the sector in Africa’ (Outcome Four).

There was very limited evidence identified as to the progress of both these outcomes. The lack of an M&E strategy for institutional change and a framework to measure changes was noted, and there was no joint results monitoring activities between AWARD and institutional authorities to track progress. The ‘GRARD Conceptual Framework for Institutional Gender, Diversity and Inclusion Transformation’⁷⁰ is incomplete with no clear guidance for consistent implementation and no recorded outcomes or impact related to it. It should be noted however, that while evidence to establish progress of these outcomes was limited, the importance of these outcomes was reinforced by institutional heads who thought AWARD required a greater knowledge of the institutional contexts, aspirations, and research practices as well as awareness of nuances in cultural norms and practices in their institutions and countries.

⁷⁰ GRARD Conceptual Framework for institutional Gender, Diversity and Inclusion (GDI) transformation

Finding 4.2.3: From examples of positive change at institutional level, a common success factor of this change has been a pre-existing institutional commitment to gender, for example a stated commitment from leadership or boards, resources invested (gender focal point or working group in place) or positive pressure from the external environment (e.g. in Ethiopia).

From examination of the positive results at institutional level through GRARD, or presence of Alumni and ongoing engagement or partnership, there are a few common factors that the Evaluation Team suggest may have contributed to success. These factors are likely to be more about the internal institutional environment or the external environment in which the institution operates rather than any individual intervention *per se*.

The Evaluation Team notes that the institutional environment is critical in enabling both the sustainability of individual results achieved as part of the Fellowship or training programs and the wider institutional change. This environment is complex, and norms and behaviors are often created as part of the Ministries of Agriculture that oversee them, and indeed the nuances of Ministers. Even so, the importance of institutional leadership commitment to gender, institutional policy, policies, systems, and processes specific to gender, resource allocation to gender research and accountability mechanisms cannot be under emphasized in accelerating and creating the enabling institutional environment for improvements.

A key approach and entry for institutional change is targeting leadership to drive gender equality.⁷¹ While leadership training is embedded within AWARD's training model, survey participants reported least progress around capacities to address this critical entry point (advocating for adequate resources (human, financial & physical) to support gender responsive research, and navigating the internal organizational environment to identify gender gap scored lowest on the survey).

Similarly, the external environment can play a critical role in enabling or impeding progress to institutional change. As noted by institutional heads as part of the evaluation institutions cannot be de-coupled from the national environment and are, in many cases, a microcosm of the country context. This was evidenced in the evaluation in terms of the positive results achieved in EIAR, which as part of the Ethiopian research ecosystem was also party to the government's gender agenda and gender commitments⁷². This positive pressure at a national level was fundamental to the success of AWARD's work at EIAR.

Findings 4.2.4: Pillar Two results and feedback from institutional heads clearly demonstrate the importance of context specific approaches to institutional change, as transformative results are so dependent on the socio-economic and political context of the institution. This will demand a more nuanced approach to programming under Pillar Two, coupled with an appropriate approach to M&E that allows for both standardized and context specific measurement.

As noted above and by this statement from an Institutional Head, "*Institutions are reflective of societal set-up. A lot of what is happening in institutions is not separable from what is happening in society at large*", institutions AWARD works with are a product of the national context and expect to be treated with this specificity and nuance. GRARD recognized this and employed a participatory approach to project design and the tailoring of activities for each institution based on need, but there is not a clear ambition for institutional change and the lack of measurement limits the ability to learn. A key

⁷¹ AWARD's gender in agriculture series includes a training series for Managers but this was not mentioned in the evaluation by Institutional Managers.

⁷² <https://d1bf23g64f8xve.cloudfront.net/sites/default/files/downloads/policy-database//ETHIOPIA%29%20Growth%20and%20Transformation%20Plan%20I%2C%20Vol%20I.%20%20%282015%2C16-2019%2C20%29.pdf>

challenge going forward will be a balance to support context specific created solutions created with institutions to better reflect common aspirations upon which to leverage measurement.

Finding 4.2.5: GAIA is also included under Pillar Two, but its alignment and contribution to Pillar Two are less clear in the absence of evidence against a clear framework of expected success.

The GAIA program identifies, highlights, and supports AgTech innovators to address the need and priorities of both men and women across the agricultural value chain and in agribusinesses.

Program outcomes were to identify AgTech innovations for scale, increase the commitment to gender responsiveness by agribusinesses and investors and establish a network of interconnected AgTech innovators driving gender responsiveness. Examination of course reports illustrate ad hoc and positive results for GAIA but also a lack of robust evidence on the achievement of outcomes for Pillar Two.

“By just exposing us to the international audience and to other young farmers across Africa who had similar interests, similar challenges and similar objectives I think that’s what made us be what we are today.”

- GAIA Participant, Kenya

The Evaluation Team had very limited interactions with the GAIA program but raise some reflections. The alignment of GAIA to the overall mission and outcomes was not clear, the experience of AWARD to engage with agribusinesses and AgTech investees and investors and AWARD’s commensurate experience in AgTech, scaling of businesses and the private sector is tangential.

4.3 Pillar Three: Enabling Environment Effectiveness

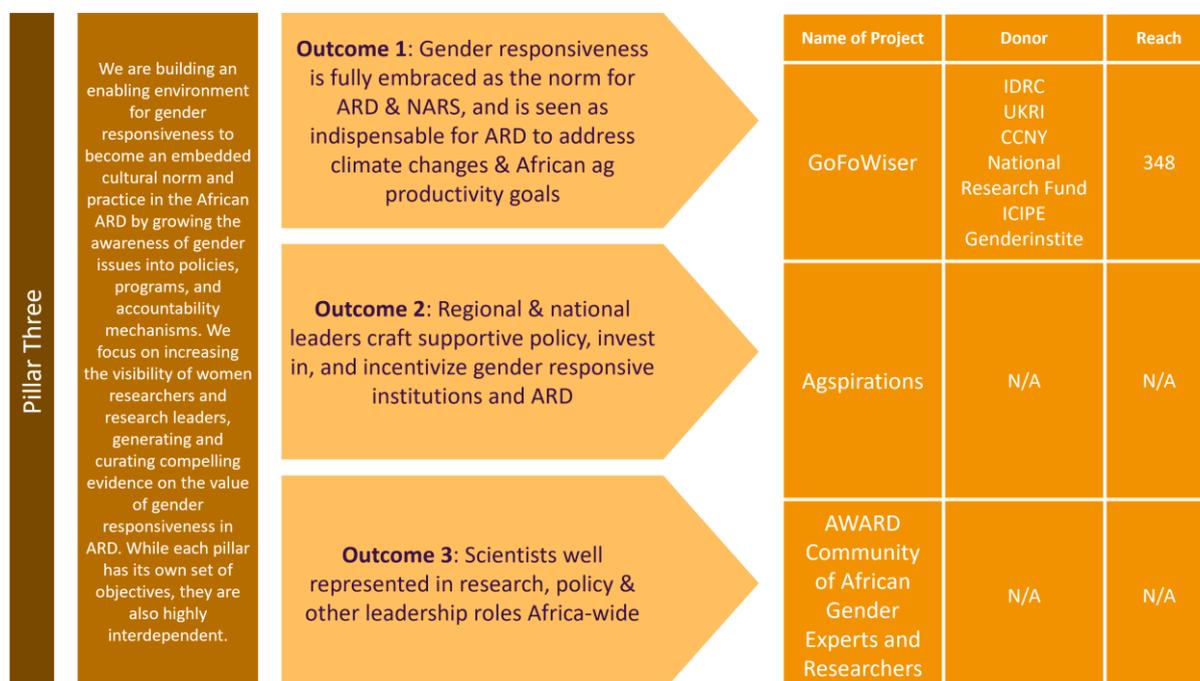


Figure 30 Pillar Three Outcomes, Projects, Donors, Reach

Finding 4.3.1: Pillar Three is the least advanced of all pillars of the strategy, in terms of clarity of ambition, projects to deliver the pillar and evidence to demonstrate progress. There has also been limited resource allocation to this Pillar which limits the projects and evidence available. In the absence of a clear approach to AWARD's engagement with governmental, sub-regional and regional partners it is difficult to properly assess the success of this Pillar. In a related way, AWARD's capacity and skills to undertake this work has also been difficult to assess. There are concerns that the ambition articulated here is well beyond the scope of a single institution or program but is more akin to change at an ecosystem level which can only be facilitated through close partnerships and collaborative efforts and common visions.

AWARD states that the overarching outcome of Pillar Three (enabling environment) as '*Gender responsiveness is a norm embedded in the culture and practice of the African ARD sector*'. This overarching outcome is underpinned by three contributing outcomes.

- 1) Gender responsiveness is fully embraced as the norm for ARD and institutions, as is seen as indispensable for ARD to address climate and African agricultural productivity goals
- 2) Regional and national leaders craft supportive policy, invest in, and incentivize gender responsive institutions and ARD
- 3) Scientists are well-represented in research, policy, and other leadership roles Africa-wide

Pillar Three speaks to the higher-level ambition of AWARD to influence the enabling environment of the African ARD sector. However, this appears to be an ambition without the detail or implementation plan that clarifies how AWARD intended to achieve it. From interviews and the stakeholder workshop in Kenya, there was no consistent, nor common understanding of the ambition of Pillar three, in the stakeholders present. In the workshop, it remained unclear whether AWARD seeks to influence change at an institutional environment level (institutional policy) or the ARD sector level (national, regional, and continental level policy and debate). Recognizing the interdependency of both, AWARD's ambitions at the sector level are understood.

AWARD has nonetheless implemented activities under 'Thought Leadership' that contribute to the objective of Pillar Three. These include The Global Forum on Women in Scientific Research (GoFoWiSeR); AgSpirations: Inspiring stories of African agriculture and the development of a platform of AWARD Community of African Gender Experts and Researchers. It should be noted that some of these activities, such as AgSpirations, are cross-cutting and contribute to both Pillar Two (under GRARD) and thought-leadership.

There is no clear measurement associated with Pillar Three (or baseline with indicators) to track performance around Pillar Three outcomes. With lower levels of investment in project funding and specific advocacy and fewer influencing resources within organizations, there are obstacles to assessing progress.

Finally, a gap exists as reflected in the weakness in AWARD's partner portfolio of regional and sub-regional partners, and overall engagement and visibility in governmental structures. It appears that AWARD's approach to influencing governmental policy is through NARS, but this may need to be assessed more comprehensively for the 2023-2027 strategy, with a recognition that this work will require cooperation with NARS, their sub-regional organizations, national priorities and sector plans of Ministries.

Reflections on Gender Effectiveness

Finding 4.3.2: While there is greater inclusion of Gender and Women’s Empowerment in AWARD Fellowships, the evidence to demonstrate the ability of AWARD Fellows to carry out high quality gender responsive research is less compelling. With a shortage of expertise on the AWARD team of both qualitative and quantitative gender responsive research methods, and training programs, results relate more closely to raising gender awareness rather than application of gender responsive research.

AWARD’s activities have clearly built the capacities and understanding of participants. In country interviews found that all people interviewed were aware of gender. This finding is reinforced by the survey, where respondents rated their “ability to integrate gender in their research highly after participating in the training” with an average weight of 4 out of 5 (See Figure 34). Alumni reported an increased ability to integrate gender in research following participation in AWARD. Fellows (82%) registered the most significant changes in scores (2.2 before their participation in AWARD to 4.01 after participation in October 2022). Fellows were followed by Fellow’s Mentees (69%) and training participants (64%), while mentors recorded the lowest percentage change (44%).

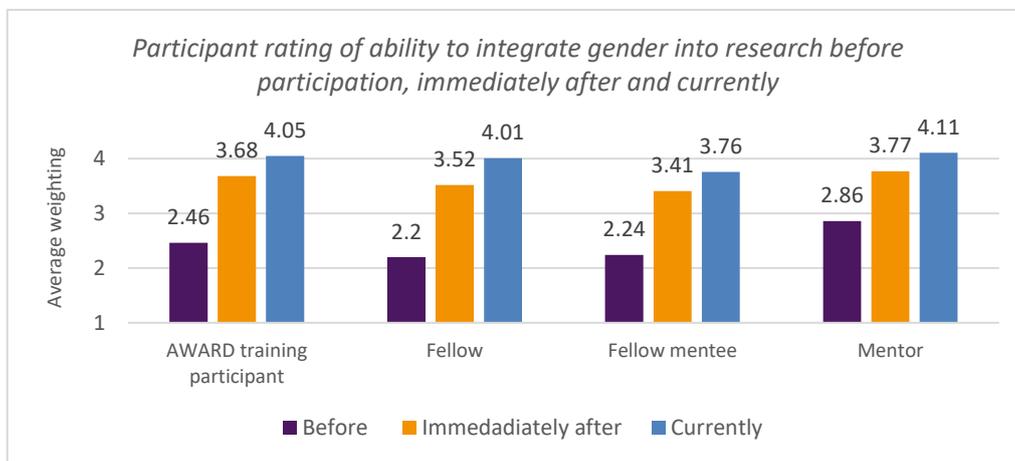


Figure 31 Participant rating of ability to integrate gender into research before participation, immediately after and currently (Highest possible weighting – 5)

During in-country interviews it was apparent that participants had a good awareness of gender but did not understand the research methods and tools that are required for high-quality gender responsive research. This suggested confusion between the terms in those answering the survey. This suspicion proved to be a fact when external stakeholders were asked about their capacity following AWARD interventions, in which only the Fellows/Laureate Candidates scored highly⁷³ on their *ability to integrate gender-responsive approaches/tools in their research*. Although individual scores could not be attributed to individual Alumni, the field interactions showed that Laureate Candidates had a clearer understanding of gender-responsive research and its implementation. A third piece of evidence shared in the November workshop highlighted that the One-Planet Laureate Candidates received training on gender, unlike the other fellows trained.

Survey respondents reported they could *drive change toward gender integration in the organization* after AWARD’s interventions. However, this is in contradiction with field observations. There is dissonance, not because of overenthusiasm in survey responses, but likely as a result of a lack of detailed understanding of what “gender integration in the organization” is. AWARD must therefore

⁷³ Weighted average

be clear about gender integration in the organization, what it means, and whether it is different from gender awareness in participants' research work.

Similarly, improved ability to *understand gender-responsive research, advocate gender-responsive research, integrate gender-responsive tools, apply gender-responsive research in design and implementation of research*, produced high weighted scores (3.7 to 3.9 out of 5) of all items focusing gender and gender-responsive research when external survey respondents were asked about improved capacity. While *having improved the ability to advocate for adequate resources (human, financial, and physical) to support gender responsive research* provided the lowest score of 3.4 out of 5 (though still recognized as a still a high score). With these scores being uniformly high, evidence leads the Evaluation Team to conclude that there was insufficient understanding in the cohorts to well-established gender responsive methods and approaches.

Observations in the field supported this claim, as, despite existing gender policies or documents at national and institutional level in countries, there was no current framework being used to understand the ripple effects of such advocacy. Observations between claims (in the survey) and reality (in the field) was illustrated when 72% of external respondents declared that they applied *Hiring both men and women as staff and extension agents in the implementing of activities or as lead farmers* from a moderate to a high extent – with 25% moderate and 47% high when asked about practices in design and implementation of agricultural research⁷⁴. The discrepancy between the claim and the observed reality points to the lack of a consistent implementation approach. This was cited in the survey as one of the top-three challenges to sustaining change in organizations out of 18 listed by survey participants.

An example from Ghana illustrates the discrepancy in perceptions. After one CSIR institute leader shared the positive change resulting in an increase of women on staff to 41% partly because of AWARD's interventions, a follow-up question highlighted there was no gender-based quota in the institute's hiring policy. The section below on Country Case studies highlights some ignorance of the nuance between attribution and contribution. Participation in AWARD's activities has clearly played out positively for individual women in research organizations, but for them to benefit from the life-changing opportunities, they first had to struggle to get into the organization alone. The survey answers illustrated an impressive 90% of respondents declaring that participation in the activities impacted their career growth significantly, with 97% Fellows and Laureate Candidates stating this.

It emerged from the analysis and triangulation between qualitative data and the survey that the fluidity between AWARD's three pillars may require more deliberate gender awareness – and gender responsive research - as a gulf remains. In field interviews, few of the One Planet Laureates (2018-20) showed a clearer understanding of gender-responsive research design and practice. The workshop in November identified that this cohort had received specialist training on gender responsive research approaches.

Expanded collaboration, taking up leadership roles, promotion in current institution, and increased ability to write competitive grant proposals and win grants were the top-ranked areas that influenced participants' career progression in the survey. These claims fully match data collected in-country. AWARD is relevant to participants' needs as well as the effectiveness the programs to achieving their goals. It is important however for AWARD to learn about the varying realities and issues of gender at micro (individual), meso (institution) and macro (national and sociocultural) levels. It is easier to achieve gender awareness than an understanding and implementation of gender-responsive research that can translate such successes at the individual level into the institution level. However, it is neither

⁷⁴ Question: *To what extent have you applied the following practices in designing and implementing agricultural research and dissemination of the results?*

obvious nor easy, the institutions being a microcosm of a larger highly complex combination of social, technical, economic, and political ecosystems with subtle rules that may not always foster the enabling environment for gender transformation.

5. Efficiency

This section of the report assesses the extent to which AWARD has delivered its Strategy in a timely and economic way.

Finding 5.1: From the limited analysis of efficiency, the Evaluation Team believes that AWARD demonstrates a good level of financial efficiency, with a few areas where efficiency gains can be made.

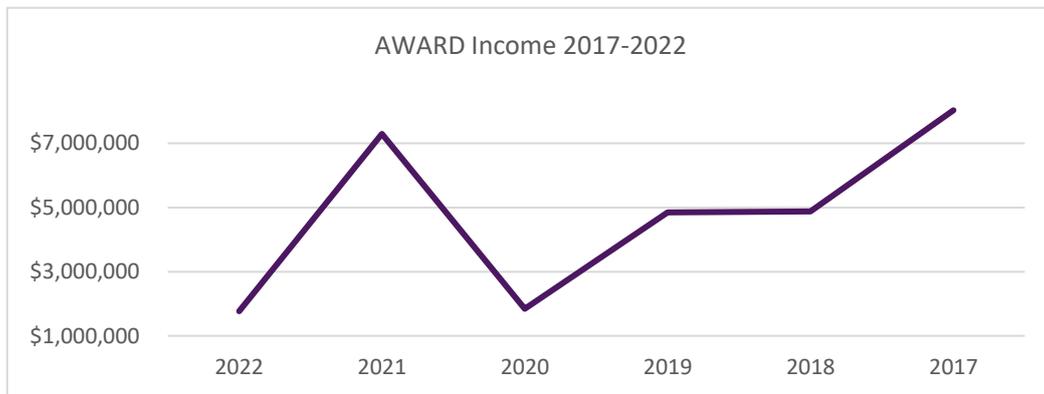


Figure 32 AWARD's income 2017-2022

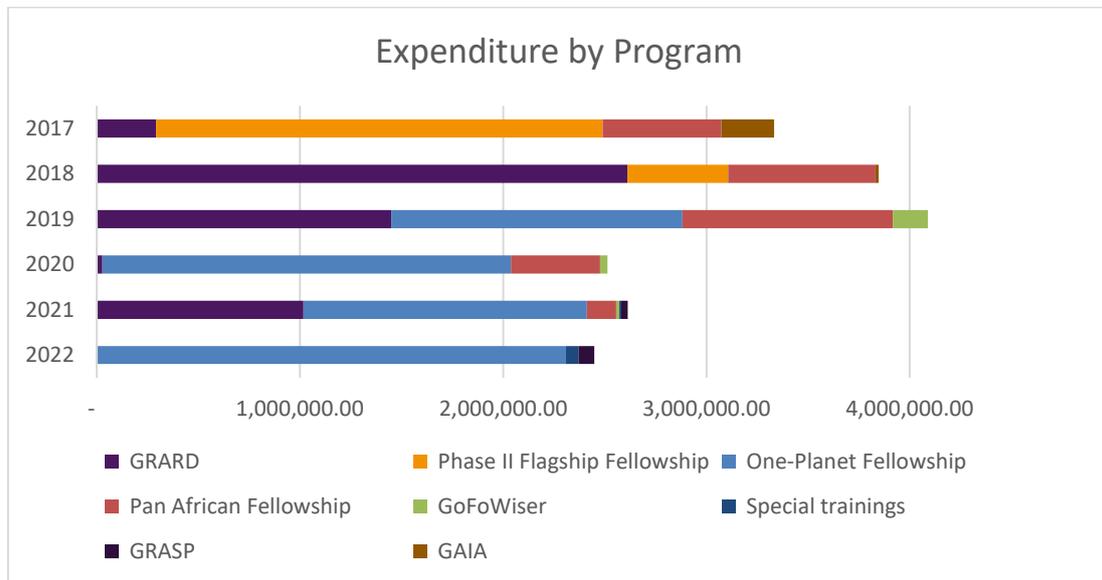


Figure 33 AWARD program expenditure by year and by program

Financial data reports US\$28,654,340 in income over the strategic period (note: this represents income up to October 2022). It should be noted that Figure 32 reflects annual income, which in some cases is the full grant for a multi-annual grant.

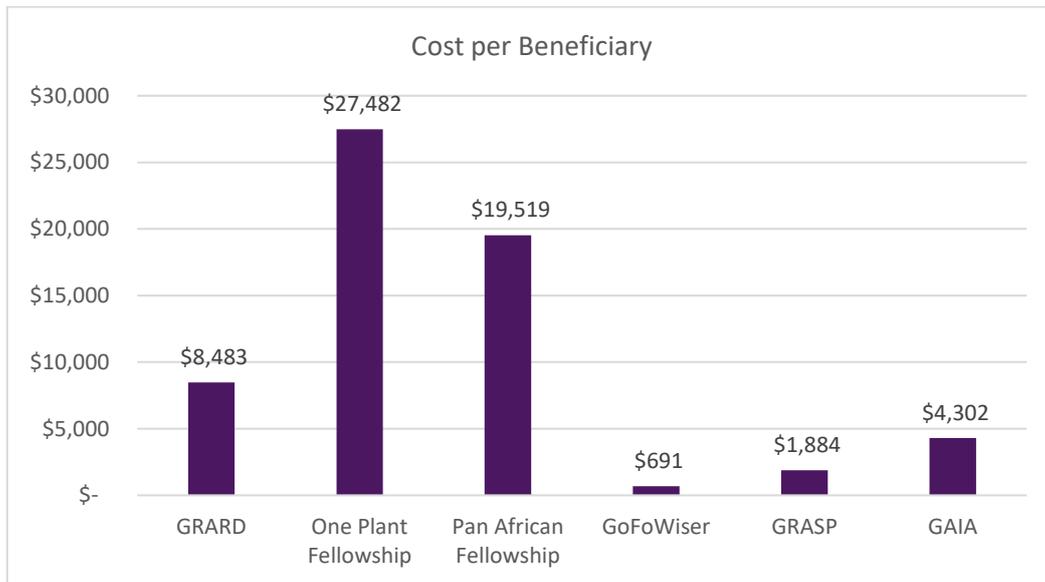
AWARD’s total expenditure during the strategic period was US\$19,448,571. During this period⁷⁵, the total variance between planned (US\$28,654,340) and actual program expenditure was an underspend of US\$9,205,770.⁷⁶ As the chart below illustrates, expenditure was at its peak in 2019 and declines following the onset of Covid-19 in 2020.

During the strategic cycle, AWARD had 20 donors and 29 income sources.⁷⁷ AWARD successfully acquired 26 new grants during this period amounting to a total agreed US\$32,546,880.⁷⁸ These grants included 16 grants lower than US\$500,000 and ten grants greater than US\$500,000.

AWARD’s income from the largest of these grants for the strategic period 2017-2022 are detailed in Table 10 below. The average length of grant was 32 months.

Table 10 Top sources of income

Income source	Total Approved Grant	Total Received in strategic period	Associated Program
BMGF	US\$26,317,264	US\$7,383,693	GRARD, Phase II Flagship Fellowship, Pan African Fellowship, One Planet Fellowship
USAID	US\$13,692,600	US\$5,488,000	Pan African Fellowship, Phase II Flagship Fellowship, GRARD, GRASP
Agropolis Foundation	US\$1,000,000	US\$484,758	Pan African Fellowship
IDRC	US\$902,916	US\$889,116	One Planet Women



79

Figure 34 Cost per beneficiary (in US\$)

⁷⁵ Expenditure up to October 2022

⁷⁶ Data provided by AWARD shows a forecasted expenditure of US\$31,834,847 for the strategic period. However, this figure would include unspent funds rolled over from the previous strategic period along with funds accumulated within the evaluated period.

⁷⁷ BMGF and USAID provided multiple streams of income.

⁷⁸ This amount is the total grant as per agreement with the respective donor. Funds may be received by AWARD beyond this Strategic Period.

⁷⁹ GAIA cost per beneficiary calculated using reach of 64 as provided by AWARD through data collection tool.

Cost per beneficiary varied by program. Figure 34 shows that the program with the lowest cost per beneficiary was GoFoWiser, with an average cost of US\$691 per beneficiary; meanwhile the One Planet Fellowship presents the highest cost per beneficiary, with an average cost per beneficiary of US\$27,482. However, it should be noted that cost per beneficiary here is a crude measurement calculated by dividing actual program expenditure by number of beneficiaries reached.⁸⁰ A future more detailed assessment per program and Fellowship will help benchmark AWARD's costs with other institutions, offering a more valuable reflection. Whilst the variance may predominantly be due to the differing nature of program approaches, there have also been transfers of funding across programs. For example, unspent USAID funds to the value of US\$980,000 from Phase II Fellowship was moved to the Pan-African Fellowship. A further US\$387,957 from a BMGF grant for the Flagship Fellowship was transferred to the Pan-African Fellowship.

Finding 5.2 AWARD's Management Practices and linkages with efficiency.

At the time of the evaluation, AWARD has 22 members of staff, with total staff costs for the strategic period amounting to US\$6,902,619, or 35% of overall expenditure. When examining staff costs for 2021 these stood at US\$1,189,496 or 49% of total expenditure⁸¹, with the unit cost per staff at US\$59,475⁸². For comparison, the Evaluation Team examined staff costs in two other relevant organizations: the Organization for Women in Science for the Developing World (OWSD) and United Nations Environment Program (UNEP). OWSD was chosen for its organizational similarity to AWARD, while UNEP was chosen as it is a Nairobi-based organization with a parent organization structure similar to AWARD. OWSD staff costs in 2021 stood at 20%⁸³, with a unit cost of US\$146,139 per staff. UNEP staff costs stood at 34% of total expenditure in 2021, with a unit cost of US\$156,876⁸⁴. When comparing AWARD's proportionate staff costs, it is evident they are significantly higher than these similar organizations, while the unit cost per staff is significantly lower. Recognizing the efficiency indicated by a lower unit cost, the higher proportion of spending overall should not be overlooked in the context of efficiency. This highlights the importance of utilizing difference measures to ensure a true and holistic reflection of efficiency is captured. It is important to note that in 2021, AWARD's legal host ICRAF merged with CIFOR (forming CIFOR-ICRAF as AWARD's host), the process of which may have had an impact on AWARD staff costs.

Concerns have been raised as to the adequacy of staff to achieve the strategy. Key resourcing constraints identified as part of this evaluation are: gaps in MEL capacity and insufficient gender expertise; dedicated staff for partnership management; the ecosystem relationships; and a resource mobilization strategist that may be critically important in the years ahead. Further, there has been a gap in MEL resourcing during the strategic cycle, which has recently been addressed. However, MEL going forward will require additional resources to collect and evaluate data, and ensure a robust MIS system. In terms of gender expertise, there are two gender experts in AWARD, but the specialized nature of their training is unclear. These points were raised during external interviews and workshops, in relation to gender responsive research results, gender responsive training modules, and the limited progress in terms of delivery and implementation of gender mainstreaming tools at the institutional level. The implications are that the capacity and ambition may need closer alignment. If the Pillars are intentionally integrated, there would need to be a bolder approach to prioritization. Questions about where aspects of AWARDs work can be automated may also be worth considering.

It should be noted that elements of AWARD's operating model contribute very positively to efficiency. There are three areas of note; AWARD's out-sourcing, yet close management and engagement of

⁸⁰ As provided by AWARD within the evaluation Data Collection Tool

⁸¹ The 2021 financial year was chosen for comparison as a post Covid-19 reflection and the most recent position of AWARDs spending.

⁸² AWARD has 20 staff members in 2021

⁸³ https://owsd.net/sites/default/files/OWSD%20Annual%20Report%202021_for%20web_FINAL.pdf

⁸⁴ <https://wedocs.unep.org/bitstream/handle/20.500.11822/40772/N2237497.pdf?sequence=1&isAllowed=y>

trainers is an efficient approach. Similarly, the focus on partnership, while in need of strengthening, may contribute meaningfully to efficiency. Finally, the hosting arrangement with ICRAF also offers opportunities for efficiency.

The adaptation to provide virtual training due to Covid-19 strengthened the efficiency of AWARD's training approach and demonstrates a capability to assess and trial alternative approaches successfully. Significant efficiency gains in cost per beneficiary and reach were possible with the virtual approach. Staff and trainers were generally happy with this development and engaged in this new way of delivery constructively. From the internal survey, AWARD staff and steering committee rated AWARD leadership's timely and effective response to changes in the external environment 4.07 out of 5, with most respondents (86%) agreeing with this statement.

6. AWARD Model: Orientation to Impact

This section of the report assesses the extent to which AWARD's Strategy has delivered significant positive or negative, intended, or unintended, higher-level effects. It gives primary focus to the ambition around transformative change within the Strategy.

AWARD states the overarching outcome of the three Pillars as 'Gender responsive ARD generates a range of benefits to farmers, sustainability, economic development etc. outcomes aligned with SDGs, regional and national priorities.'

The Evaluation Team gathered qualitative evidence supported by survey responses that AWARD program activities have affected women positively, especially in various dimensions of women's empowerment, including "power to", "power within" and "power with". In the empowerment literature "power within" refers to a transformation of individual consciousness which leads to a new self-confidence to act. "Power with" is power that results from individuals organizing and acting as a group to address common concerns. "Power to" is the power to bring about an outcome or resist change. It is also termed the "power to act" — often associated with "empowerment".⁸⁵ When asked about improved capacity and direct impact, the survey responses elicit the domains such as increased self-awareness and self-confidence and assertiveness, taking up leadership roles, as well as mentoring others as evidence of such dimensions of empowerment that also highlight women's agency. However, there is little, if any, evidence that such impact at the individual level translates into tangible transformative change, at institutional or enabling environment levels of other Pillars.

Individuals taking up leadership roles has been noticed as an emerging trend by AWARD Alumni in all countries visited, as they leverage their soft and science skills towards such achievements. The examples at Ghana's CSIR, seems to stand alone. Understanding the relevance of AWARD's program activities in the individual's professional growth inspired the pioneer women and men of AWARD Alumni in leadership position at CSIR, such as Director General or Deputy Director General, to foster a gender-equity friendly environment within the institution. This was materialized by a gender policy and some formal adoption of mentoring in some of the thirteen institutes of the organization. However, it is noteworthy to say that the CSIR case is specific to Ghana and may not be generalizable. The larger country ecosystem set transparent and competitive rules for acceding to such high-level leadership positions; and the opportunities given by AWARD's program activities facilitated access to leadership within the organization. The Evaluation Team has not come across cases where AWARD Alumni are in a high-level policy position outside of their mother organization/institution. During an interview with a fellow in Nigeria, the sociocultural challenges looming over women's leadership was raised. She cited the difficulty a woman would face, should she accept a federal policy position and go

⁸⁵ A. Galiè and C.R. Farnworth. 2019. Power through: A new concept in the empowerment discourse. In *Global Food Security*. Volume 21, 13-17

to Abuja. She vividly described the situation as [paraphrased] “Men will deride her husband by asking: ‘how is your political wife enjoying the politicians in Abuja?’ The man will eventually get angry by such constant peer pressure and will very likely end up marrying another wife. This is a reality that we never talk about. But it does not inspire women to accept some level of leadership position here in Nigeria.” The woman here becomes a victim of “power through” as termed by Galiè and Farnwarth (2019) her empowerment “may change because significant others allow or deny an individual the opportunity of empowerment.”⁸⁶

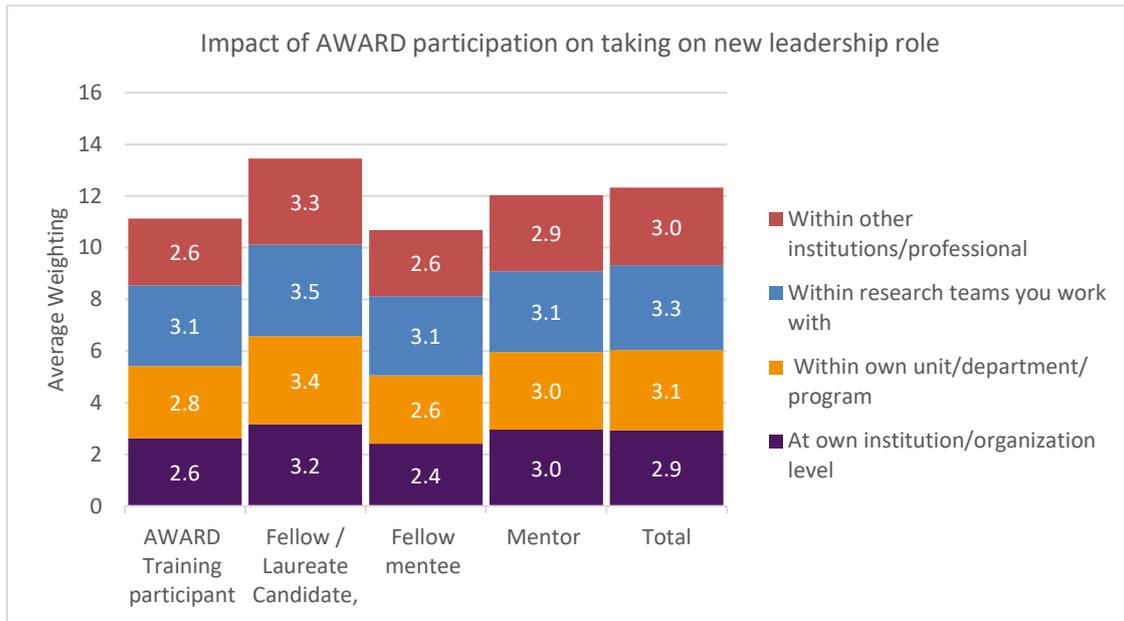


Figure 35 impact of AWARD participation on taking on new leadership role (highest possible weighting – 5)

Regarding actions undertaken to influence their institution to integrate gender policies or framework, conducting seminars/webinars to share results from gender-responsive research activities were mentioned that they provided training or held gender responsive sensitization meetings. A larger number of the respondents (30%) declared having carried out low-hanging fruit activities such as sharing resource from AWARD with colleagues or supervisors, while 25% of the respondents mentored/coached other scientists on undertaking gender responsive research.

The most significant changes shared by survey respondents because of engagement with AWARD programs are integrating gender in research design and implementation, strengthened scientific writing and communication, enhanced social capital, career growth and development, resource mobilization, power within, better understanding of gender, and, to an extent, developing technologies, management practices and innovations for climate change adaptation and mitigation.

The most significant change in approaches/methods applied in research or routine activities after the participation in the AWARD program are presented in order of predominance with those cited by the highest number at the beginning followed by those cited by descending numbers of fellows.⁸⁷ Selected outcomes are included where relevant.

a) **Integrating gender in research design and implementation.** Fellows (34 out of 60) reported integrating gender in either the design or implementation of their research or both. Those who referenced integrating gender in their research design cited taking into consideration gender issues but were not explicit on whether their proposals included i) clear gender equality objective statements

⁸⁶ A. Galiè and C.R. Farnwarth. 2019. Power through: A new concept in the empowerment discourse. In *Global Food Security*. Volume 21, 13-17.

⁸⁷ A total of 69 fellows responded to the external survey

ii) or clear methodologies for addressing the gender disparities focused on by their projects. Those who referenced integrating gender in research implementation mainly cited iii) intentional targeting to include diverse categories of men and women in project activities, or iv) deliberate targeting of women and youth (9); v) inclusion of both men and women in project implementation teams (3) and vi) deployment of strategies that facilitate women and/or youth's access to production inputs to increase on-farm production. Such interventions are by and large geared at catalyzing **equitable participation** of men and women in project activities and are aligned with the Reach dimension in the **Reach, Benefit and Empowerment framework**.

A few cases reported going beyond interventions that focus on the participation of women and/or youth in project activities to also influence their benefit from such activities, thus aligning with the Benefit dimension of the **Reach, Benefit and Empowerment framework**. Examples included: facilitating access to production inputs to enhance on-farm productivity for women; activities geared at improving the nutritional status of women and their households; enhancing their economic status by increasing the volume of the marketable surplus and thus income within their control; as well as those focusing on strengthening household capacities for joint allocation and rational use of their financial resources.

"After participating in the AWARD program, we invested in actions that favor women. For the action research project on the production of bio-fertilizer we recruited two women trainees compared to one man. We also initiated contract renewal strategies for women trainees to facilitate their future integration. We supported development of family vegetable gardens for rural women to strengthen family nutrition and enable them to generate income for women through the sale of surplus production which contributes to their autonomy and strengthens their social status. We support women to access production factors such as water, seeds, secure land. The family vegetable gardens initiated with a few relay women have spread in some villages. The relay women have adopted the concept of family vegetable gardens and even improved it with more diversification by introducing arboriculture in addition to market gardening. They have multiplied the agro-ecological practices learned in the agricultural fields, notably water saving practices (mulching, drip irrigation), soil fertilization (compost, inoculum), installation of hedges and cover plants. In addition, they have initiated other women to install their vegetable gardens. They have thus adopted and allowed the dissemination of agro-ecology with practices that offer more resilience to the effects of climate change."

- **Fellow Biophysical scientist, a woman from Senegal**

Use of GRR approaches in the implementation of biophysical research. Observations suggest that examples have mainly focused on engaging both men and women in technology testing/evaluation, intentional capturing of the views of both men and women and subsequently using that information to inform the biophysical research strategies. An example is provided below.

"The changes I went through after participating in the AWARD program are not only on how to do research but also it was a shift on how I see the world itself from the perspective of my global contribution as a human being. Therefore, all the events I participated (in) gave me an opportunity to open my eyes to different options. As an example, during the variety selection process particularly in the later stages, we used to select with the researchers only, but now today we use the participatory variety selection (PVS) approach where farmers participate in the variety selection before the variety is selected for public use. In this approach, the opinion of male and women farmers will be taken into consideration during the variety selection and, also used as an input for the breeding strategy in the future."

- **Fellow biophysical scientist, a woman, Ethiopia**

b) **Strengthened scientific writing and communication.** Twenty fellows cited changes in their scientific writing capacities as one of the most significant changes in their lives. They referenced being clear on the principles and guidelines to follow; growth in number of publications; sharpened their report writing skills; and persuasive communications to different audiences.

“The skills in scientific writing have allowed me to become a member of the scientific committee of an international journal.”

- **Biophysical scientist, a man, Burkina Faso**

c) **Enhanced social capital.** This has manifested through expanded networks, increased visibility and recognition. Fellows improved their interpersonal skills and ability to bond with colleagues in their units/departments for mutual support. These expanded contacts and networks enhanced their enhanced ability to bridge social capital facilitating access to information, facilities and other resources which fellows would not have accessed on their own. These networks have also facilitated more collaborative activities.

d) **Career growth and development.** The AWARD interventions are credited for spurring fellows' career growth and development. This was attributed to the career purpose roadmap helping them to clarify their career goals and provide a guiding rod to maintain focus and impetus to move towards those goals. Articulating the required capacity development actions motivated some of the fellows to pursue higher degrees or undertake specific short courses to position themselves to move ahead with the defined career path.

e) **Power within.** Fellows referenced the self-belief and trust in their own abilities, gaining the confidence and motivation to overcome fear and face challenges to pursue their own goals.

f) **Resource mobilization.** Fellows have applied the grant proposal writing skills and several reported their success in winning grants.

g) Better understanding of the concept of gender. Fellows referenced appreciating the fact that gender goes beyond the binary to include attention to the differential needs, priorities, roles and responsibilities of men and women and takes into consideration other social markers.

h) Some of the mentors learnt and applied the career purpose roadmap to themselves, thus further spurring their own career growth and development.

i) Some women in senior positions were associated with power going to their heads and misusing their positions to bully others. Illustrating the importance of tips on effective leadership at different levels.

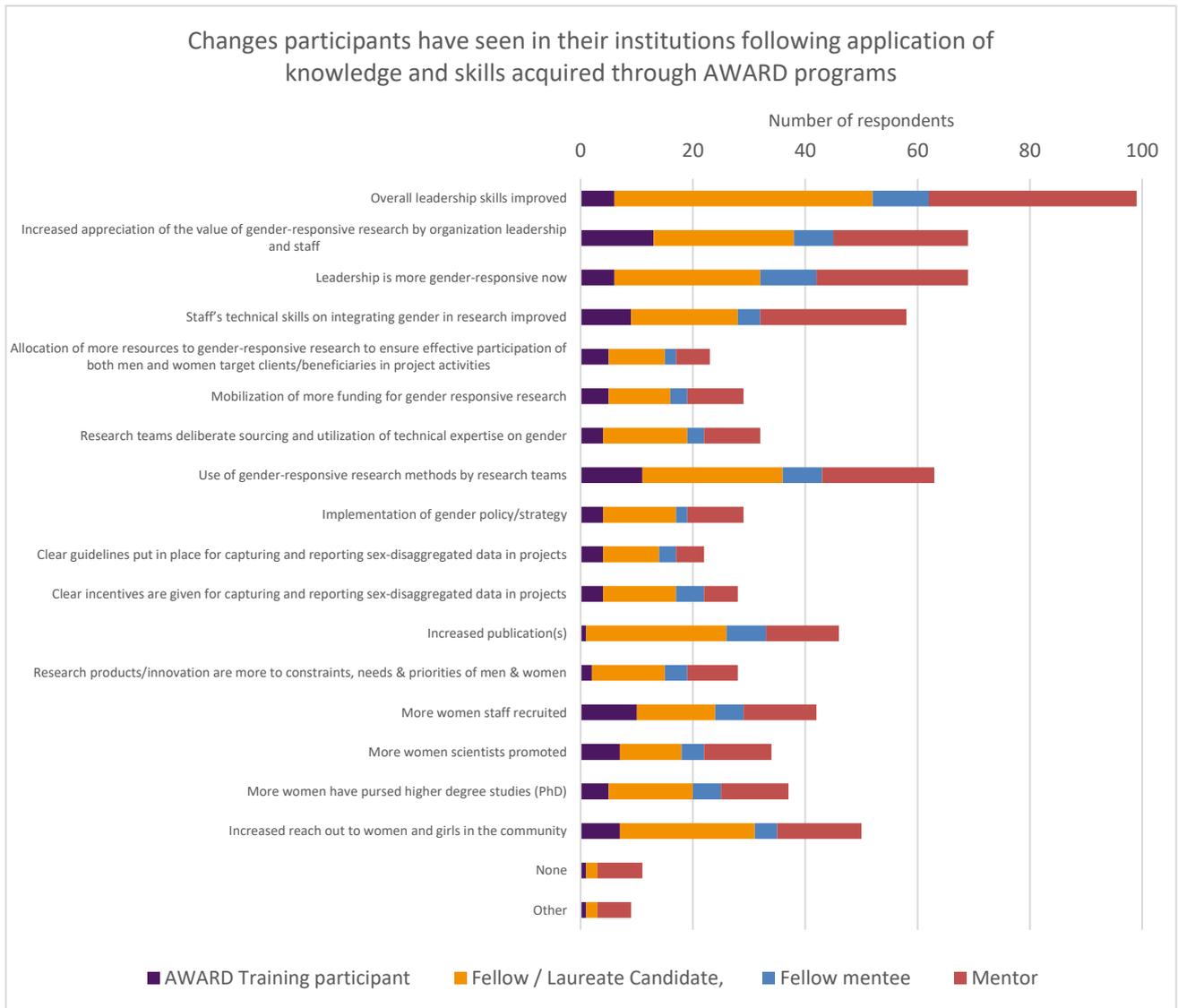


Figure 36 Changes participants have seen in their institutions following application of knowledge and skills acquired through AWARD programs (NB: Multi-select question)

7. AWARD Model: Orientation to Sustainability

This section assesses the extent to which the programmatic benefits of the delivery of AWARD's strategy are likely to be sustained, as well as the impact AWARD's value proposition, legal status, financial sustainability, and linkages with the ARD sector on sustainability.

Overall, there is confidence in the ability of AWARD to scale up the Fellowship Programs, but less evidence in terms of the existing demand and ability of AWARD to expand and scale up Pillars Two and Three. Any decisions or choices around increasing scale for the 2023-2027 strategy should be carefully considered in terms of potential trade-offs with depth of impact and AWARD's capacity and capabilities to scale. There are key areas of risk to organizational sustainability that will need to be addressed by AWARD.

Finding 7.1: The overall approach to fellowships, coupled with a strong mentoring model support, increased sustainability of positive results from the fellowship programs.

As noted in the Effectiveness section, the mentoring approach and Fellowship Model are key to the success of Fellowship programs. This approach has not only contributed to the increased effectiveness of results for Alumni, but also to buy-in from mentors. Furthermore, Alumni stated that the mentorship model creates a support network within their institution to ensure continued support once the fellowship is completed, again contributing to the ongoing sustainability of positive results. Potential obstacles at the institutional environment level (expanded below), meanwhile, present a risk to sustainability of results.

Finding 7.2: The sustainability of impact for AWARD's past participants is strongly influenced by the institutional context in which they work. Key issues noted by survey participants were funding, access to funding, challenges implementing gender-responsive practices, and team capacity in terms of gender-responsive research skills.

In the external survey, stakeholders emphasized barriers to sustaining impact at the institutional level over those presented by enabling environments or individual factors. All stakeholder groups noted that financial restraints – lack of access to funding for gender responsive research and lack of budget allocations for gender – were the most significant barrier to maintaining the positive changes. AWARD Fellows and Laureate Candidates also reported that an absence of appropriate institutional policies and guidelines for implementing gender-responsiveness the absence of pathways for promoting and recruiting women, unsupportive leadership, and insufficient institutional awareness of gender were posing significant barriers to maintaining positive changes. Fellow Mentees also identified a lack of further training opportunities as one of the most significant barriers to sustaining positive changes. The evaluation highlights the risk to sustaining positive results under Pillar One, which could be mitigated by greater coherence and alignment of work under Pillars Two and Three.

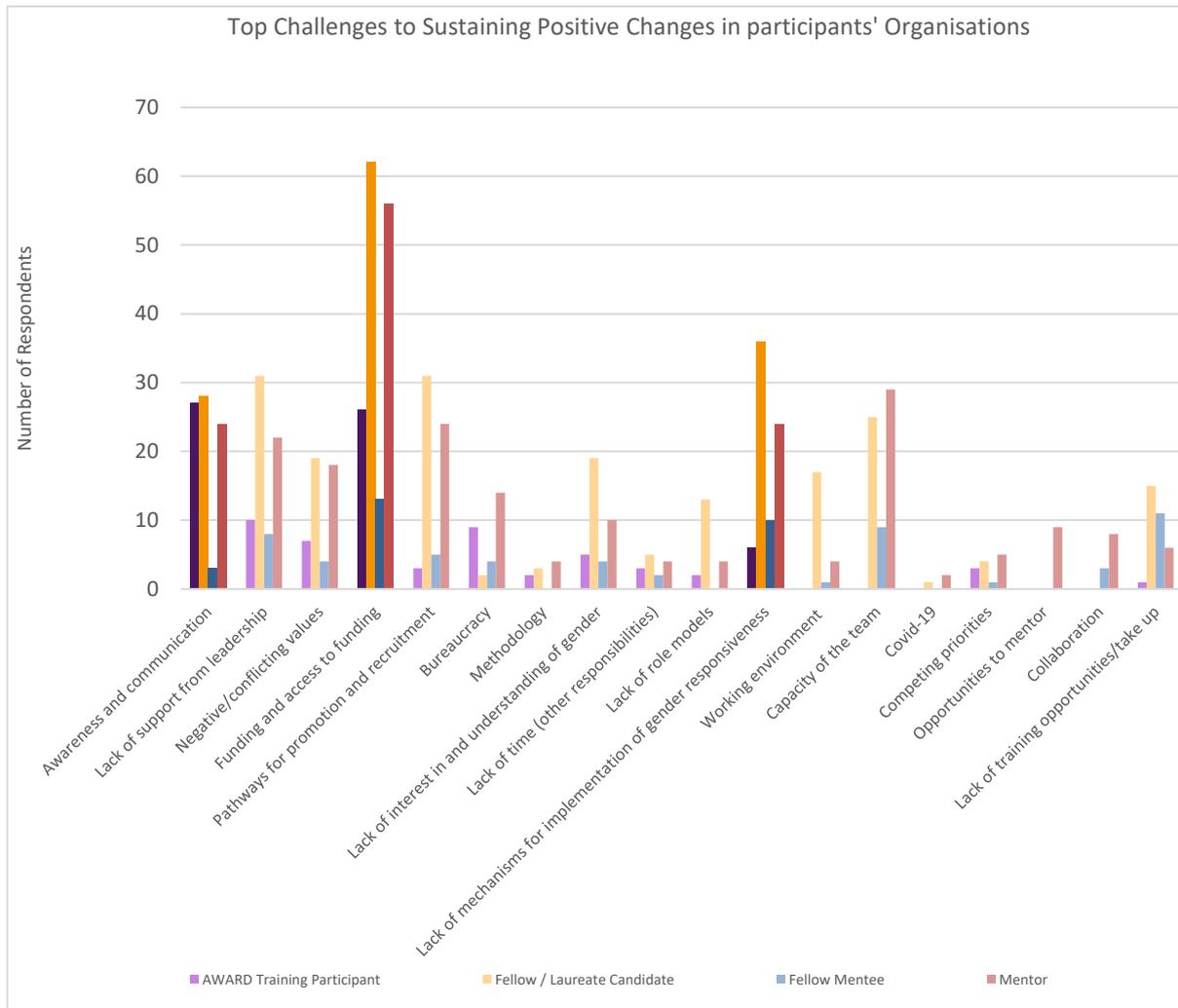


Figure 37 Top Challenges to Sustaining Positive Changes in participants' Organizations.

Finding 7.3: While certain examples of positive institutional change, such as institutional gender policy development, implicitly contribute to sustainability, AWARD’s approach to sustainability at the institutional and enabling environment levels are less evident.

Less evidence was available in terms of sustainability for Pillars Two and Three. However, it should be noted that the AWARD Model’s approach to institutional change implies a focus on sustainable programming.

Country Chapters are a key mechanism to sustain positive change under GRARD (Pillar Two); it is clear from project reports that this focus on Country Chapters was intentional. However, the successful level of operation of Country Chapters is variable. The evaluation highlighted some flourishing Country Chapters, for example in Nigeria and Ethiopia, but other Country Chapters (such as Malawi) are less established. Supporting their success is a key mechanism for sustainability. No structured approach to the support and engagement of Country Chapters and corresponding resource allocation were identified as part of this evaluation. Furthermore, the long-term ambition for Country Chapters, in terms of governance, linkages to AWARD, contribution to AWARD’s strategic goals, and AWARD’s continued support, have not been definitively articulated during this strategy period. Positive examples of sustainability of Country Chapters – such as establishing their own funding mechanisms through membership fees – were identified as anecdotal and incidental rather than being strategically pursued.

Finding 7.4: Organizational Sustainability

Finding 7.4.1: The risk regarding AWARD’s legal status, while not a new issue of discussion, is now of increased potential impact given vulnerabilities within AWARD’s funding portfolio and donor trends around localization.

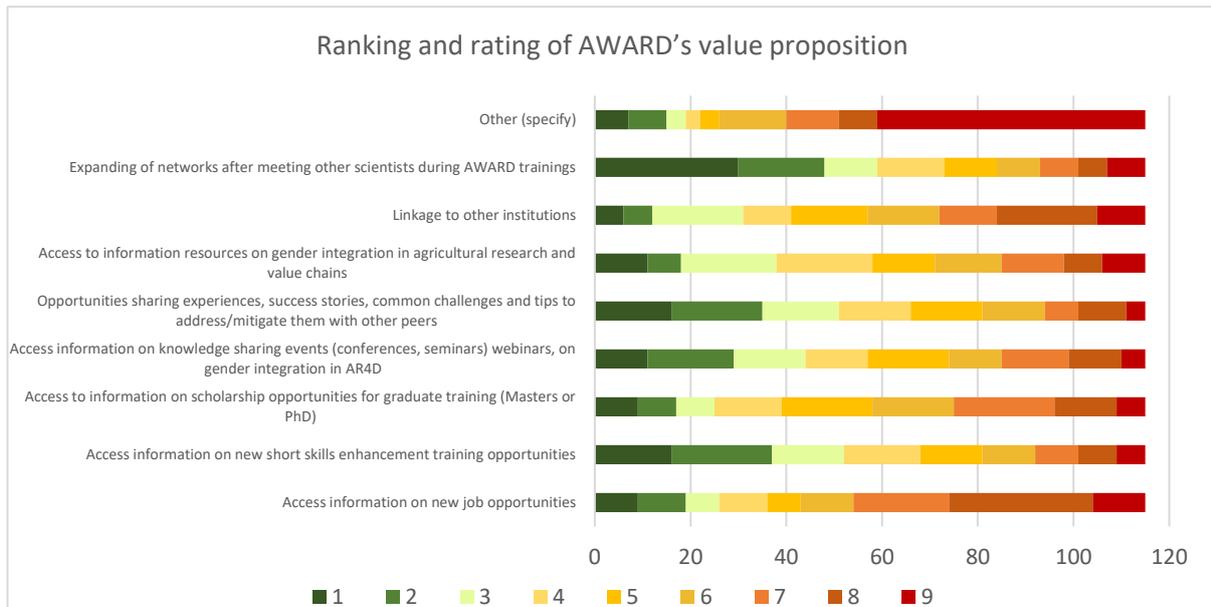
While the hosting arrangement provides a number of benefits, ranging from administrative and governance benefits to cross-learning, notable drawbacks of being hosted by CIFOR-ICRAF identified as part of this evaluation include a perception that AWARD is more expensive within the OneCGIAR, and that there may be potential limitations to accessing funding due to CIFOR-ICRAF leaving the OneCGIAR. AWARD’s ability to respond to the opportunity of localization may also be hampered by the nature of its current international legal host. Whilst the topic has been under review by AWARD Management and the Steering Committee – it is noted as a key risk under ‘Governance and Legal Structure’ in the 2017-2022 Strategic Plan – no formal process has been established to assess alternative models and identify a path forward. Due to financial vulnerabilities within the AWARD funding portfolio, the Evaluation Team believes this risk should now be elevated to critical importance.

Finding 7.4.2: The Evaluation Team noted a lack of internal clarity regarding AWARD’s value proposition, especially in terms of reflecting the new strategic approach of the three pillars. This lack of clarity has potential negative impacts for the organization’s growth and sustainability.

A range of different value propositions were identified by stakeholders as part of this evaluation. Whilst there is a consensus on AWARD’s sector focus as gender and agricultural research, the evaluation revealed significant variability in opinion at a greater level of specificity (see Table 11 for a breakdown by stakeholder group; see Figure 38 for the ranking provided by survey participants). Greater clarity and communication around AWARD’s value proposition and comparative advantage could strengthen organization’s sustainability by ensuring strategic focus of resources.

Table 11 Survey respondents views on AWARD’s value proposition

Stakeholder Group	Highest Ranking Value Proposition	Lowest Ranking Value Proposition
Past Participants		
AWARD Training Participants	<ul style="list-style-type: none"> • Access to information on knowledge sharing events (conferences, seminars, webinars) on gender integration in AR4D 	<ul style="list-style-type: none"> • Access to information on scholarship opportunities for graduate training (Masters or PhD)
Fellow / Laureate Candidate	<ul style="list-style-type: none"> • Expanding of networks after meeting other scientists during AWARD trainings 	<ul style="list-style-type: none"> • Access information on new job opportunities
Fellow’s Mentee	<ul style="list-style-type: none"> • Opportunities sharing experiences, success stories, common challenges and tips to address/mitigate them with other peers 	<ul style="list-style-type: none"> • Access information on new job opportunities
Mentor	<ul style="list-style-type: none"> • Access information on short new skills enhancement training opportunities 	<ul style="list-style-type: none"> • Linkage to other institutions



88

Figure 38 Ranking and rating of AWARD's value proposition; external survey.

There was significant variability in value proposition across stakeholder groups and data collection tools. Program participants (external survey) most often highlighted expanding networks, whereas institutional heads (online KIIs) focused on individual fellowship impact, and donors emphasized the focus on empowerment, the new strategic approach, and the fellowship track record. Internally, staff and Steering Committee (internal survey) defined comparative advantage through fellowship impact and AWARD's knowledge and experience. Further, in online interviews with management, two distinct overarching themes emerged as to AWARD's value proposition: advancing women in leadership in agriculture research and development; and capacity strengthening for gender responsive agricultural research and development.

AWARD's strategic focus has expanded to institutional and enabling environment levels, and the geographic scope has expanded to Francophone Africa. Both expansions were highly ambitious, but were not tested for feasibility, thus undermining the sustainability of this breadth. For example, there was no proportionate increase in internal human capacity (19 staff in 2017 and 22 staff in 2022).⁸⁹ Evidence points to this as a key driver of concern on the strategic focus and scope creep, confirmed in the staff survey, where breadth and lack of focus away from AWARD's core offering were frequently raised as threats. The ambitious, yet untested expansions are also a driver of such diversity in interpretation of value proposition.

Further, as noted in the Coherence section above, the number of actors in AWARD's space is increasing. This rising number of actors within the gender and agriculture research and development space in Africa has given rise to concerns about the need for clarity around value proposition to enable future sustainability. A more complicated and populated ecosystem, while positive for the sector, also requires AWARD to reflect on and refine its value proposition with greater intensity than before.

⁸⁸ External survey data. Data in Fig.38 shows the distribution of ratings ascribed to each value proposition, consolidated across stakeholder groups. Overall scores are calculated as weighted averages of ratings.

⁸⁹ AWARD had 38 A-Team Trainers as of October 2022 (as well as services engaged in delivering AWARD courses from 4 independent consultants). The Evaluation Team did not have access to data on change over time in number of trainers.

Finding 7.4.3: AWARD has achieved some key successes in financial sustainability over the strategic period, though maintains vulnerabilities in key areas.

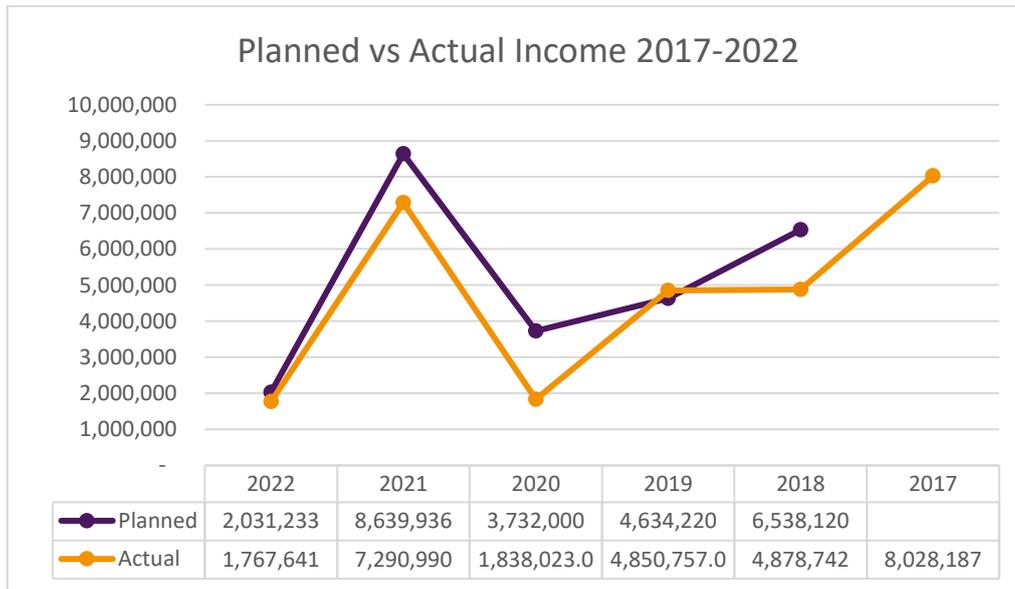


Figure 39 Planned Vs Actual Income, 2017-2022

AWARD has achieved notable successes over the strategy period in financial sustainability. In particular, these include overall growth in funding and positive performance against planned income⁹⁰; the increase in the donor portfolio, decreasing AWARD’s reliance on BMGF and USAID; and meeting the target for the AWARD for-pay training model to become self-sufficient (see Figure 41).

Simultaneously, vulnerabilities are apparent in AWARD’s financial performance that highlight future risks. These include the continued reliance on a few core donors; the relationship between donor diversification and income growth; and the implications of the legal status on financial sustainability.

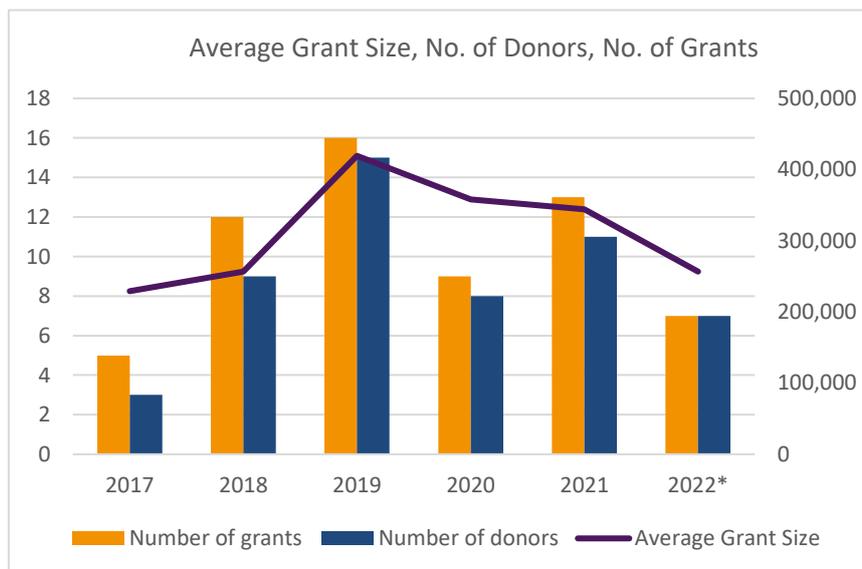


Figure 40 Relationship between the number of donors, number of grants, and average grant size; year-on-year (2022 refers to up to October 2022)

⁹⁰ Planned income refers to forecasted income for the strategic period as provided by AWARD within the evaluation Data Collection Tool.

The growth in the donor portfolio has supported AWARD’s financial sustainability, by strengthening adaptability to changing donor priorities. Over the strategy period 2017-2022, AWARD has received funding from 21 sources, with a peak of nine individual sources in 2019.⁹¹ This represents a step-change from the pre-2017 disproportionate reliance on BMGF and USAID. Despite this, BMGF and USAID represent the largest proportion of funding (59% of all funding across 2017-2022); and with a high dependence on individual relationships, that too may increase risk in the long term. Furthermore, the increase in the number of donors has not led to an expected proportional increase in either overall income, or average grant size (see Figure 40). Staff demands of managing an increasing number of grants (especially if these are small) and donors will likely require increases in internal capacity to manage relationships, expenditure reporting and compliance, threatening the sustainability of resource mobilization.

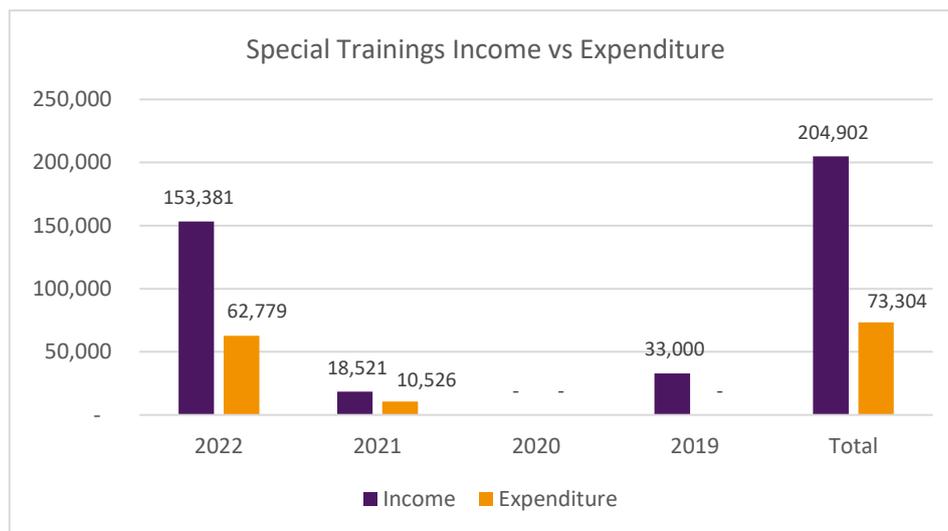


Figure 41 Income vs Expenditure for Special (for-pay) trainings year on year.

Additionally, the for-pay training model has attained a level of self-sufficiency in each year, with income at 280% of expenditure over the strategy period (see Figure 41). This is a notable contribution to increased financial sustainability for the organization and a revenue model that should be leveraged in the future to enable AWARD to have a revenue stream which it can invest in its growth. The demand from institutions and participants reflects the perceived value of the for-pay courses. However, due to the absence of for-pay training participants in the external survey, the Evaluation Team notes the limitations on the ability to speak to clear-cut enabling factors.

Exchange rate risks have been borne by AWARD in conjunction with the volatility in global financial markets, particularly the fall in value of the Euro against the US Dollar that reached its lowest point at the end of September 2022⁹², which has caused real-terms losses for AWARD in the funding from BNP Paribas. Other variances, such as the recent sustained fall in value of the Kenyan Shilling⁹³, may present challenges as well and a forward-looking risk register and active management is recommended.

Finding 7.4.4: A theme in perceptions shared as part of the evaluation was that AWARD is an ‘island’ and not fully integrated into the ecosystem of gender responsive ARD in Africa. This perceived disconnect has potential to weaken the impact and sustainability of the organization.

⁹¹ To note, some income from 2017 includes fund balances from previous year

⁹² <https://g.co/finance/EUR-USD?window=6M>

⁹³ <https://g.co/finance/KES-USD?window=YTD>

A common theme articulated by a range of stakeholders from institutional heads to donors, to sub-regional representatives, suggested that AWARD may not be deeply embedded within the ARD ecosystem across Africa. Key issues that arose evidencing these opinions were in relation to AWARD's 'creation story' – a legacy issue that AWARD was created as a non-indigenous program. Secondly, AWARD's fully donor-funded model leads to a perception that AWARD is donor driven. Thirdly, the lack of strategic partnerships with governmental bodies and regional and sub-regional bodies was identified as an issue which has isolated AWARD from the rest of the African ARD ecosystem. These perceptions would be valuable for AWARD to address constructively to change external impressions.

“AWARD a bit closed because it's all donor funded with clear parameters. There is an opportunity for wider view point and better linkages to network and partners, whilst still adhering to donor funding parameters.”

– Institutional Leader

Finding 7.4.5: The quality of the AWARD Fellowship programs, and the strength of the Alumni network are critical to sustaining AWARD's strong reputation and thus, strengthening its sustainability.

A key strength in terms of AWARD's sustainability is AWARD's reputation and credibility in the gender and agricultural research space in Africa. Clearly AWARD has a long history and proven results in terms of the impact of its Fellowships. It is highly regarded by program participants, some institutional heads, and its donors. The continued focus on quality and credibility within the sector will be critical to its sustainability and its value to African institutions. At present, the Alumni network consists of almost 4,000 people.⁹⁴ It is healthy and active- as evidenced by the engagement of Alumni in chapters, their engagement with social media, and their participation in important organizational processes (such as the 64% survey response rate for this evaluation). However, it should be noted that the strength of the Alumni network may struggle alongside other weaknesses identified through the evaluation such as, incomplete and out-of-date databases of Alumni, feedback from stakeholders as to inconsistent communication from AWARD post engagement, and instances of limited engagement in Country Chapters.

⁹⁴ Figure calculated from AWARD's total reach of 3,950 since inception in 2008

Chapter 4: Strategy Development and Implementation

This section of the report assesses AWARD's capabilities for strategy implementation and the extent to which the Operating Goals of the Strategy have been delivered.

Strategy Implementation

Finding: While the strategy development process appears to have been robust, lesser attention has been given to strategy implementation. Key issues arising relate to the feasibility of such an ambitious strategy, alignment of resources and ambition, and the lack of robust data to track strategy performance and adapt as needed and the lack of specialized gender related skills for training and research application.

As noted in Chapter 3 Findings: AWARD's Model, the ToC underpinning Strategy 2017-2022 was well-founded and established, despite assumptions not being made explicit or tested during the strategy cycle. The Evaluation Team noted two key areas for improvement in terms of strategy implementation. These include the alignment of ambition and resources. The Evaluation Team recognize proof of concept projects such as GRARD as part of the strategy and recommend that a previous feasibility project or rigorous monitoring and evaluation of the pilot as it is unfolding, helps to develop an understanding as to whether the strategy is realistic, its assumptions are playing out as expected and there is active learning about refinement, and course correction. Clarifying the AWARD teams' ambitions, being crystal clear as to what success looks like, crafting this common vision with important stakeholders, where outcomes are held by the people and institutions whose capacity is being built will aid in ensuring an approach that is both transformative and owned by the stakeholders alongside AWARD. While outcomes were developed for the strategy, no ambition was articulated regarding each outcome. Furthermore, there is no clear process or evidence to show that resources were re-aligned to meet the ambition of the strategy.

Secondly, is the lack of a performance management in the form of M&E at an organizational level. No performance indicators exist to track performance of Pillar outcomes or at an organizational level. However, it should be noted that AWARD describes itself as a 'learning organization.' The Evaluation Team found this to be true for certain areas of the organization, but overall, this element is crucial to AWARD's success and the appreciation of its value proposition by all partners and stakeholders involved in its programs.

Delivery of operating goals

The Heat Map (Table 12) was developed to visualize strategy implementation Operating Goals.⁹⁵ Without clear outcome indicators and targets for each objective, the colors assigned to each outcome based on the Evaluation Team's interpretation after considering all the evidence, triangulation of all data collated, desk research and an in-person workshop (Kenya).

⁹⁵ Objectives were not explicit for each Operating Goal but extracted/inferred from the text in strategy document.

Table 12 Progress against Operating Goals and Sub-Goals

	Outcome	Status	Rationale
Operating Goals and sub-goals/ambition of Strategy 2017-2022⁹⁶			
Leveraging partnerships	Exploring national, regional and international partnerships		Fair progress made in terms of partnerships; more attention required for partnerships at sub-regional level. Need for partnership strategy/policy.
	Actively pursue collaborations with the leading global agricultural research and development partners		Strong evidence of engaging GRARD institutions. Partnerships with other sub-regional organizations less formal.
	Explore innovative funding partnerships		New funding partnerships engaged; Innovative grant accessed for OPF
Mobilizing Resources	Broaden donor and partner base		Donor portfolio increased notably over the strategy period
	Leverage likeminded-institutions-joint proposals and consortia		Limited evidence of joint proposals and consortia
	Promote institutions to adopt gender lens budgeting to partially pay for AWARD courses		Several organizations have paid for AWARD training e.g., Gender Platform, WAVE, International Committee of Women in Agricultural Economics (ICWAE)
Mobilizing Resources	Pursue a robust AWARD Training Business Model		Strategy for Business Model in place, AWARD Training A robustly priced Business Model self-sufficient by end of strategy period, bringing in resources for the organization from CG, and international organizations as appropriate.
	Develop partner institutions capacity to raise funds		Little evidence of investment in partner capacity to raise funds, including Country Chapters. No tools identified to support this capacity development.
	Identify long term roadmap for GAIA		No roadmap developed
Measuring our Performance	Develop a robust reference model for measuring capacity building		No organizational level model in place to measure capacity building.
	Enhance evidence-based decision making, organizational learning, program improvement and accountability		While learning is embedded in AWARD culture and some practice, no clear learning framework and limited M&E data inhibits ability to learn.
Communications, Knowledge Management and Engagement	Inward-looking goal is to facilitate internal knowledge creation and sharing, enhance communication capacity and ensure brand consistency among AWARD staff and the		Communications strategy in place; Internal rating of information sharing is very high

⁹⁶ Color coding scale for Progress Heat Map

Good progress	
Fair progress	
Limited progress	
Little to no progress	

	Outcome	Status	Rationale
	Outward-looking goal is to strengthen AWARD’s organizational messaging and profile as a visible, credible partner of choice, accelerating Africa’s gender-responsive agricultural research and development		Strong branding and investment in communication; however, some external stakeholders note room for improvement

1. Leveraging of Partnerships

Finding 1.1: AWARD has experienced success in terms of partnership over the duration of the strategic plan, however more attention should be given to the advancement of strategic partners and Country Chapters. Appropriate partnership instruments should be investigated with strategic partners such as CCARDESA, ASARECA and FANRAPAN.

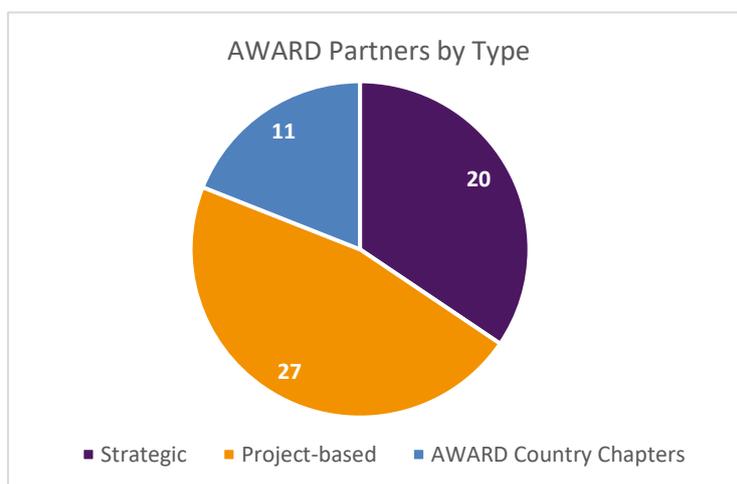


Figure 42 AWARD partners by type, as defined in the strategic plan

AWARD’s partnerships highlight organizational willingness to adapt to achieve its strategic aims, but, AWARD does not have a partnership policy strategy to guide partnership development. AWARD identified three sub-regional partners as strategic partners, but upon further review using AWARD’s definitions, evaluators categorized 20 of the total 59 partnerships to be of a strategic nature (See Annex 8).

At the Country Chapter level, AWARD requires a structured approach to engagement with chapters to ensure strategic engagement. While the 2021 Country Chapter Policy⁹⁷ clearly outlines AWARD’s rationale, expectations and aims from these chapters, the Country Chapter model would benefit from a more thorough engagement approach.

AWARD currently has 41 identified partners with 11 are formalized through a Partnership Agreement, Memorandum of Understanding (MoU) or Hosting Agreement. Having a more structured approach, and a clear common vision to partnership would facilitate AWARD’s effective engagement in the ecosystem.

⁹⁷ AWARD Country Chapter Policy, 2021

Finding 1.2: Given the importance of partnership to the AWARD model, greater focus should be given to partnerships in strategy, policy, and practice.

The strategic plan clearly articulates AWARD’s ambition with regard to leveraging partnerships stating ‘AWARD will continue exploring national, regional and international partnerships to galvanize our actions as we work towards inclusive, agriculture-driven sustainable development for Africa.’ Institutions identified as part of this ambition were the OneCGIAR, influential regional actors, national research organizations and higher learning institutions, as well as innovative funding partnerships. Within this, AWARD has defined three groups of important partners;

- A) Strategic partnerships – based on strong mutual interest in long-term strategic goals
- B) Project-based – defined by specific projects where partner roles and responsibilities are clearly specified
- C) AWARD Country Chapters – including Alumni fellows, mentors and interested individuals

Staff interviews indicated that, in the absence of AWARD’s own thematic policies, AWARD often defaults to using current ICRAF policies and templates. The ICRAF Partnership Policy identifies formalizing partnership arrangements as an important step towards functioning and enduring relationships, however the policy is very agroforestry oriented thematically.

As per staff perceptions in the internal survey, the most commonly cited success within operating goals was building, diversifying, and strengthening the partner portfolio: thirteen new partners have been formed with AWARD during the strategic period, including new programming partners, new service delivery partners, and new donors (see Annex 8 for an overview of AWARD’s partners). More attention on engaging innovative funding partners would be valuable. MoUs were developed with the eight GRARD institutions, and clear commitments and activities were undertaken as part of the partnership. However, a similar structured approach does not extend to the established Country Chapters with two formal MoUs with AWARD.⁹⁸



Figure 43 The spread of partner ‘ownership’ across the organization

Ownership of partnerships sits across the organizational units within the most suitable department (see Figure 43). This is an effective way of partner management; without clear structure the spread of responsibility may not be the most efficient.

⁹⁸ EIAR and MAWARD

Almost 70% of AWARD partners, including key strategic sub-regional organizations are engaged without a formalized partnership agreement, such as an MoU. While project-based partnerships are clear in their objectives, more strategic ones need to be structured to ensure their engagement is assisting in the achievement of AWARD’s strategic aim.

2. Mobilizing Resources

AWARD’s strategic plan states that “AWARD will continue to increase the level of flexible and long-term funding for its programmatic interventions by diversifying its funding sources.”

Finding 2.1: AWARD has made progress in its overarching operating goal to increase funding through diversifying funding sources. However, consistently increased income has not materialized and a forward-looking Resource Mobilization strategy would be of value.

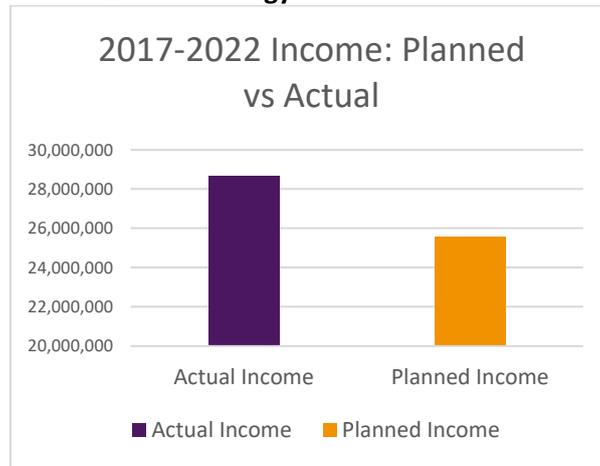


Figure 44 Planned vs Actual income 2017-2022.

Although staff and the Steering Committee rated this operating goal as the least achieved, AWARD has made progress during the strategy period towards the overall goal of increasing funding through diversified funding sources. Across the strategy period 2017-2022, AWARD’s income stands at a cumulative US\$28,654,340, representing an increase of US\$3,078,831 (12%) over the planned income for this period of US\$25,575,509.

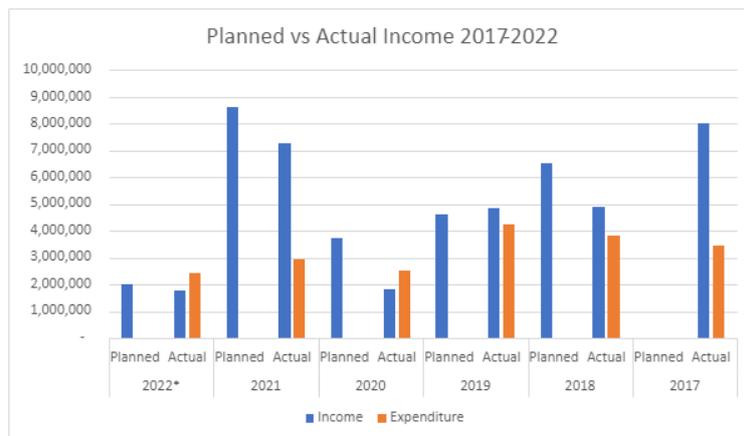


Figure 45 Planned vs Actual income year-on-year

It is important to note, however, that income growth as reported was not consistent over this period (see Figure 45), with income peaks in 2017 and 2021.

As donor data shows, this inconsistency in income over the strategy period is largely due to the significant presence of multi-year grants in the funding portfolio. Many multi-year grants have been paid with large proportions of frontloading. For example, BMGF has provided US\$3,920,000 of its commitments under the One Planet Fellowship to date and will issue the penultimate payment in the first quarter of 2023. BNP Paribas have provided US\$5,853,728 under the OPF to date and will have released all commitments by January 2023. Both funding streams represent funding for activities until 2025. The proportion of multi-year funding makes tracking year-on-year changes in funding more difficult, but multi-year funding is critical to enable stability for AWARD. A sustainable resource mobilization plan, which is carefully tracked and forecasted, is key to ensuring both efficient and flexible income.

Finding 2.2: AWARD has made fairly good progress against the goal to diversify funding sources, as the current donor portfolio is more diversified than in 2017. Though less so than in 2017, there is still strong dependence on two core donors (BMGF and USAID), presenting some risk to the operating goal.

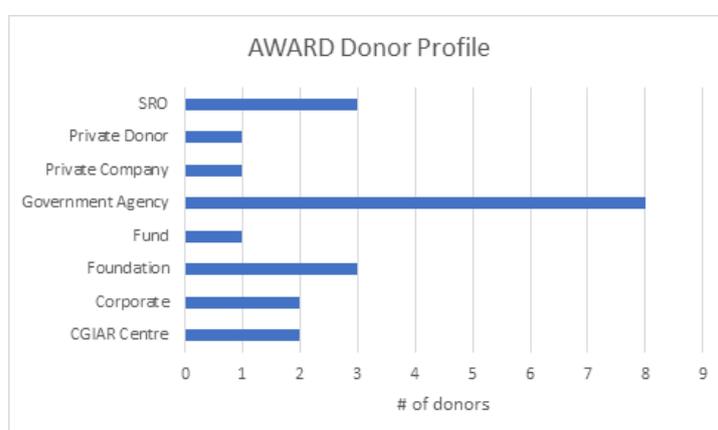


Figure 46 AWARD donor portfolio by donor type

AWARD’s operating goal to increase funding through *diversifying* the donor portfolio has partially been met. Prior to 2017, AWARD demonstrated very high dependence on two individual donors – BMGF and USAID – with 85% and 88% reliance on these two donors in 2015 and 2016 respectively. Over the strategy period, AWARD has expanded this portfolio to 21 donors across eight donor groups (see Figure 46).

However, these two donors still represent 48% of total grant income across the 2017-2022 strategic period. Recognizing the progress made, a significant reliance on two individual donors presents vulnerabilities in AWARD’s donor portfolio, as changes in donor priorities due to external crisis or political environments may create large gaps in resource mobilization (see the Donor Scan – Appendix 7 – for analysis of changing donor priorities).

Finding 2.3: The diversification of AWARD’s donor portfolio presents a good basis for increased funding. However, AWARD should be cautious of the increasing costs of fundraising and compliance, which can be compounded also by the number and type of donors in a portfolio. AWARD will benefit from a clear and targeted ambition around donors and income, that is aligned to both strategy and available resources.

While AWARD has achieved progress towards the operating goal to increase the level and flexibility of funding through a diversified funding base, the increase in the number of donors has not led to an increase in grant size – and in recent years has shown a fall in the average grant size – or a

proportionate increase in the number of grants. AWARD was successful in 100% of proposals for grants up to US\$100,000, in 58% of proposals for grants between US\$100,000 and US\$1,000,000, and in 30% of proposals above US\$1,000,000. This over representation of smaller grants will bring challenges for the organization in managing fundraising, compliance, and grant management.

Similarly, the growth in the number of donors engaged over the strategy period has not supported a proportional increase in income or grant size. For example, the entirety of grants over US\$1,000,000 were provided by BMGF, USAID, and BNP Paribas, further emphasizing the vulnerability in the donor portfolio.

Finding 2.4: AWARD’s growth in income can largely be attributed to success in funding Pillar One, where Pillars Two and Three gained less traction with donors during this strategic period.

Much of the funding growth is accounted for by the One Planet Fellowship⁹⁹, and overall AWARD achieved greater success in securing funding for Pillar One than others (see Table 13). Whilst AWARD received 36% of funding applied for under Pillar One, and 87% of funding applied for under combined Pillar One and Three activities, only 11% of funding applied for was granted for activities under Pillar Two and under Pillar Three, and 26% of that applied for under combined Pillars Two and Three, significantly below the average rate of 41% across the board. Data shows that multiple larger grants have not been successful.

Table 13 Comparison of Funding Applied vs Funding Granted

	Funding Volume Applied For	Funding Received	%
Pillar 1	US\$8,324,559	US\$2,989,559	36%
Pillar 2	US\$6,160,000	US\$700,000	11%
Pillar 3	US\$2,813,775	US\$295,775	11%
Pillars 1 and 3	US\$17,599,947	US\$15,299,947	87%
Pillars 2 and 3	US\$1,043,962	US\$2,719,62	26%
All Pillars	US\$11,510,000	US\$0	0%
Total	US\$47,452,243	US\$19,557,243	41%

More strategic planning and resources may need to be invested in building strong and sustainable donor relationships in relation to Pillars Two and Three.

Finding 2.5: There has not been sufficient progress with regards to the Mobilizing Resources sub-goal of developing partner institutions’ capacity to effectively raise funds locally and internationally to go into gender programs. It was also not noted as an area of institutional capacity strengthening within GRARD or an area of expertise for AWARD.

More limited progress with regards to the sub-goal of developing partner institutions’ capacity to effectively raise funds locally and internationally to go into gender programs. Key findings from the country case studies show, for example, that Country Chapters are keen for further support and guidance in resource mobilization. The Evaluation Team did not have access to data regarding AWARD’s investment in partner capacity to raise funds at the project and institutional level, thus limiting the ability to make clear conclusions in this regard.

⁹⁹ As noted above, funding streams for the OPF are multi-year and paid to an extent upfront; however, income from the OPF donors represented 81% of total funding in 2022 to date, 23% in 2021, 86% in 2020, 75% in 2019, and 40% in 2017

3. Measuring Performance

AWARD states that its strategic objective for Monitoring, Evaluation and Learning is *“to develop a robust, reference model for measuring capacity building, enhance evidence-based decision-making, organizational learning, program improvement, and accountability from the use of M&E findings and recommendations and ensure the achievement of AWARD goals, mission, and vision. It also aims to empower all stakeholders to ensure accountability to themselves and others, learn from success and failure for their own benefit, celebrate their own achievements, and share their knowledge more widely with the world.”*

Finding 3.1: Monitoring and evaluation in AWARD is predominantly donor driven. Data is collected for donor reporting, but not at the organizational level, which therefore limits the ability to advance learning across the organization.

The implementation and maintenance of AWARD’s MIS database was focused at the project level, and contributed modest progress towards this objective. The system is robust and captures and stores information on past and current participants. It holds the functionality to run reports filtered by defined characteristics across all project levels. While this system is clearly defined, it lacks systematic upkeep of individuals’ information. The earlier system to systematically update information through regular calls for updates required unfeasibly high effort and has been abandoned; however, the current approach – updating information when past participants register for new engagements – is unreliable as does not cover participants who do not reengage. Despite these challenges, 65% of staff agreed strongly or somewhat that “there is a strong level of data integration of information systems.”

Less progress is apparent in building a robust M&E system for development, accountability and learning. This is evidenced by the lack of indicators and data at the organizational outcome level and consequently the inability to track organizational performance and strengthen evidence-based decision-making. While AWARD has complied with donor reporting requirements, reporting and accountability to the wider group of stakeholders (staff, Steering Committee, partners, Alumni community, as well as fellowship partner institutions) is less apparent.

Finding 3.2: Learning is embedded in the culture of AWARD with examples of good practice. However, this lacks a structured approach and is weakened by the lack of consistent and robust M&E data.

A key element of AWARD training courses are termed course evaluations on completion of training courses, used to inform and improve AWARD’s offerings. These gather information across all areas of implementation from logistics to course contents and reports are produced, and represent an example of good practice in embedding a learning culture. However, in reviewing these, they are more qualitative and do not systematically score each training session. The feedback collated and shared back to program teams and trainers could be more ongoing and used to document changes in course administration and content. Furthermore, there is no evidence of an annual data collection exercise or review across AWARD’s areas of intervention to reflect on achievements and inform AWARD’s evidenced-based decision-making. These examples are evidence of the lack of consistent M&E data, limiting the success of monitoring, evaluation and learning within the organization. The staff survey suggested a strong internal awareness of such limitations; positive examples shared by staff focused on individual success stories and the new MIS system, but notably avoided reference to performance management at a strategic level.

4. Communications and Visibility

AWARD sets out in the 2017-2022 strategy the operating goal to achieve a “*a robust communication, knowledge management, and engagement strategy*”. Within this operating goal, AWARD has two communications goals: an internally-focused goal – facilitating internal knowledge creation and sharing, enhancing communication capacity, and ensuring brand consistency – and an outwardly-focused goal – strengthening AWARD’s organizational messaging and profile as a visible credible partner of choice to accelerate Africa’s gender-responsive ARD.

AWARD combines communication and knowledge management within a strategy of five core principles of: accessibility, timeliness, inclusiveness, accuracy and purposefulness.

Finding 4.1 The development of a communication strategy has successfully brought focus to external communications which are clear, professional, and consistent with AWARD’s brand. AWARD could better target communications outputs and include impact in their storytelling about improving the lives of smallholder farmers.

AWARD posts regularly on its website and social media channels on a broad range of topics. The mixed method media shared across the 2017-2022 strategy period includes photo stories, videos (97), webinar recordings, podcasts, AWARD-created written material, written material about AWARD and its interventions, monthly newsletters (43), academic publications (7), and general newsworthy pieces. AWARD’s communication branding is strong, consistent, and professional. Whilst there are multiple stories of fellows and laureates, their area of research and how it fits in society shared over the past 12-months, the impact of their research is unclear.

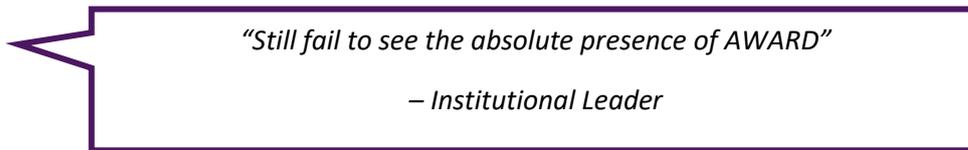
AWARD’s level of communication is consistent with a good communication strategy and high levels of organizational investment in communication. At the same time, communications may not be reaching all stakeholders equally, adequately, or consistently. Its reach across its most important stakeholder groups has been difficult to ascertain as this was outside the scope of this assignment, and communications statistics are not broken down by stakeholder type.

AWARD’s communications statistics show a good yield on investment in the communications strategy for the 2017-2022 strategic period. AWARD has achieved positive traction through social media communication channels, increasing the social media follow count across the strategic period by 630%, and increasing social media traffic by 390%. AWARD external communications across multiple channels (publications, website, social media, video releases, and the newsletter) have reached a varied geographical and demographic audience. At the same time, engagement from Francophone Africa is not equally well represented in key communication channels: whilst Nigeria is one of the five most active countries in website and YouTube engagement, it is the only Francophone country in the top ten countries worldwide for social media traffic, representing only 5% of traffic with no growth year-on-year.

Conversely, donors consulted in online KIIs were ambivalent with respect to AWARD’s communications; that is, they reported both successful and limited examples of engagement. Some donors reported strong engagement with AWARD as a close operating partner. However, others raised key issues surrounding AWARD’s communication of impact; issues raised include a lack of proactive communication and storytelling of evidence-based impact, with suggestions for an increased proliferation of case studies, reflecting limitations of the M&E system noted previously. The gaps in upkeep of the MIS system are a key barrier to sharing impact metrics and impact stories, such as case studies. This could have key implications for resource mobilization and relationship management, as donors noted the need for data-driven impact, and with anecdotal evidence of this

absence increase the challenge for the donor representative to advocate for further funding to AWARD.

Detailed data and analysis on the reception of communications by other stakeholders was not in the scope of the evaluation. However, anecdotal evidence from the interviews suggests that similar challenges – the lack of publication of evidence-based impact storytelling – were experienced by some international research institute representatives and institutional leaders, constraining the appetite for ongoing engagement.



“Still fail to see the absolute presence of AWARD”
– Institutional Leader

Finding 4.2: AWARD’s brand is noted as key strength. However, one that should not be regarded with complacency. Key issues that warrant reflection in terms of brand are the clarity on strategic focus and niche, clear ambition in terms of AWARD’s role in the ecosystem and an evolved communication and engagement approach/resourcing that will support these.

Internally, evidence shows confidence in AWARD’s brand, particularly on the African continent. However, interviews conducted suggest that some key stakeholders perceived issues with AWARD’s externally facing brand and lower-than-expected visibility. These concerns point to a variance in how AWARD is received by stakeholders and represent issues that could grow if unaddressed. Issues raised include:

- a) Despite being an African-based institution, AWARD’s history, position with, and orientation to, large international donors, and imbalance between Anglophone and Francophone presence, leads some to question AWARD’s status as a fully African organization prioritizing relationships with African partner institutions.
- b) Some representatives of African ARD institutions reported a lack of active engagement from AWARD and did not agree that AWARD is fully integrated into the African ARD ecosystem.
- c) Some institutional representatives shared that not all Fellows continue to refer to themselves as AWARD Alumni, revealing a potential missed opportunity to leverage the Alumni network to amplify branding.

Whilst AWARD’s brand is strong, well-recognized, and generally positively received, the existence of few, though vocal, negative perceptions of AWARD’s brand should be addressed within the next strategy cycle.

Finding 4.3: AWARD invests in and is active in producing external communications. However, participants communicated a desire for even greater engagement. They noted several areas that they would expect greater visibility and engagement from AWARD, including greater visibility at the continental level, more consistent communication with partners and stakeholders and strengthening AWARD’s role as a knowledge and information broker for the Alumni network.

AWARD past participants in the external survey recognized several key areas in which AWARD engages with participants after participation. The most commonly received communication products were the AWARD newsletter shared with past participants and AWARD posts on various social media platforms (see Figure 47). This suggests that these communication channels are the most effective and widely received platforms for AWARD to engage with past participants. Notably, engagement through the

Alumni network scored comparatively low. This may therefore represent an untapped opportunity for increasing AWARD’s brand awareness and visibility.

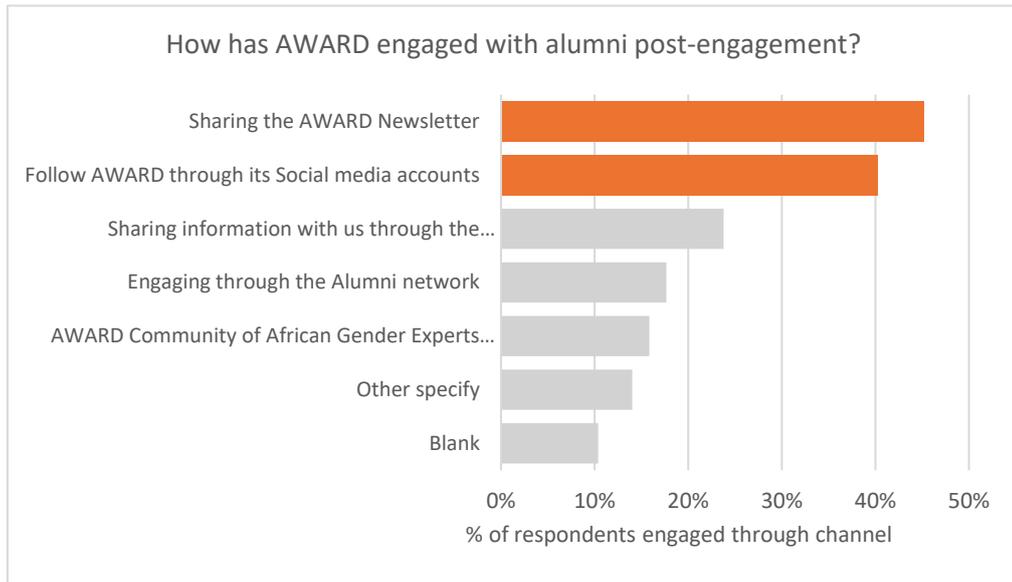


Figure 47 Ways in which respondents report AWARD to have engaged with Alumni after program participation

Even with high levels of reported post-participation engagement, external survey participants noted several areas in which they would be keen to see further engagement (see Figure 48 below). The two most frequently referenced areas of engagement were: the organization of training symposiums, and the improvement of information sharing and the Alumni network. The latter is consistent with the relatively lower weighting given to engagement through the Alumni network, and with the above finding that communications are not always reaching intended stakeholder groups. AWARD may leverage the opportunity presented by the Alumni network, investing in engagement here to improve the strength of the AWARD brand.

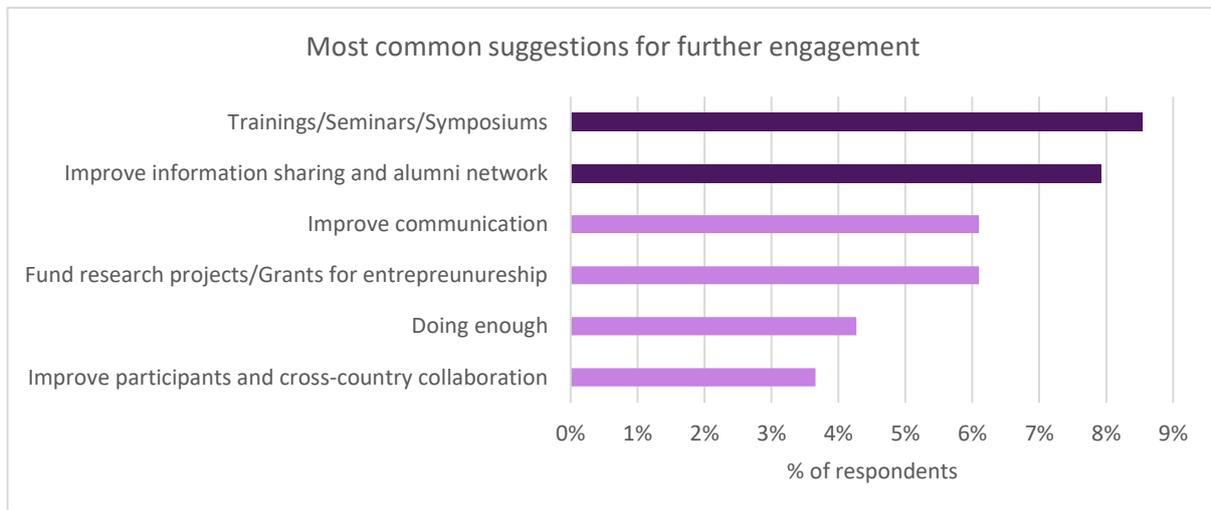


Figure 48 Most common participant suggestions for further engagement from AWARD

5. Organizational Culture

Finding 5.1: While culture shifts required to deliver the strategy were not identified in the 2017-2022 Strategy, culture was not identified as an issue or barrier in any way to delivery of the strategy. In general terms, AWARD is open to new ideas and considering perspectives outside of their own very constructively.

No reference was made in the strategic plan on organizational culture to achieve the strategy. Therefore, organizational culture was assessed in a very limited way as part of this evaluation, under strategy implementation.

According to internal stakeholders, AWARD has a very positive and enabling culture. Across a wide range of indicative statements regarding AWARD's internal culture, change management, operating practices, and internal teamwork and communications, AWARD scores highly from staff and Steering Committee. Key highlights include that 75% of staff agreed strongly or somewhat agree with the affirmation "AWARD has a positive and enabling culture". Low levels of staff attrition indicate staff satisfaction and high staff, A-Team trainer and Steering Committee engagement in the evaluation process indicates a commitment and desire to contribute to the development of the organization. Staff understand their role in contributing to the strategy (100% agreement) and most staff (61%) agree that those in the organization has "a good idea of the decision and actions for which she/he is responsible". Furthermore, leadership practices evident as part of this evaluation process indicate a participatory and inclusive organizational culture; 77% of staff agree strongly or somewhat agree that leadership demonstrate actions and behaviors in line with organizational values, and 71% agree that culture shifts were made in support of the strategy to ensure implementation.

Some areas point to opportunities for greater clarity and articulation of cultural shifts and organizational roles, but these have not presented a barrier in the current strategy. AWARD in its future strategy will need to forge greater relationships outside the organization, and leverage and nurture these relationships to expand its impact and contribution on the continent. It is also recommended that AWARD builds outcome level indicators for organizational culture, if the intention is to track progress in this area.

Chapter 5: Lessons Learned: Country Case Studies from Kenya, Malawi, Ghana, and Nigeria

Country case studies were carried out in Ghana, Nigeria, Kenya, and Malawi through one-week visits. These countries were selected by AWARD in the evaluation Terms of Reference. The case studies provided in-depth information and analysis on the outcomes, in specific country context and cultures related to their engagement with AWARD. Patterns emerging across the four countries were synthesized to inform the future. Data was collected from 71 KIIs and 8 FGDs (Table 14) which were complemented by a document review (Chapter 2: Methodology).

Table 14 Breakdown of interviews carries out during country visits

	Categories of participants interviewed	Ghana	Kenya	Malawi	Nigeria	Total
KIIs	Fellows	6	10	7	9	32
	Fellows' Mentees	0	1	4	0	5
	Mentors	1	2	8	1	12
	Country Chapter leaders	1	2	5	1	9
	Institutional leaders	1	0	0	0	1
	GRARD institutional leaders	2	1	0	1	4
	A-Team	1	2	1	1	5
	SC (former & current)	1		0	1	2
	GAIA	0	0	1	0	1
FGDs	Mix of fellows + Mentors/ Fellows only	-	-	-	-	39 (8) ¹⁰⁰
TOTAL		15	20	28	16	79

Country Contexts

Ghana

The Ghana Shared Growth Development Agenda (GSGDA II) outlines the agriculture and rural development strategy, which expects agriculture to lead growth and structurally transform the economy by providing optimal support to smallholder farmers, especially women. According to GSGDA II, poor management along the agricultural value chain is one of the key challenges to agricultural development in Ghana.¹⁰¹ The key gender issue affecting the overall performance of agricultural commodity value chains in Ghana is unequal access for women to productive resources, such as land and credit. The 2010 National Population and Housing Census (PHC) shows that circa 38% of women work in agriculture, 25% in wholesale and retail, 13% in manufacturing and circa 9% in accommodation and food service activities.¹⁰²

Ghana is making considerable strides in forming public and private partnerships to spur greater private investment in agriculture, as well as in scaling up innovations, reducing poverty, ending hunger and achieving gender equality and the empowerment of women and girls. The conception and formulation of agricultural policies in Ghana is based on the national development process, which is currently the Ghana Shared Growth and Development Agenda (GSGDA II 2014-2017). Gender mainstreaming is key

¹⁰⁰ 39 stakeholders across 8 FGDs

¹⁰¹ FAO. 2012. Gender Inequalities in Rural Employment in Ghana Policy and Legislation. <https://www.fao.org/3/ap091e/ap091e00.pdf>

¹⁰² FAO. 2018. Country Gender Assessment Series National gender profile of agriculture and rural livelihoods Ghana. <https://www.fao.org/3/i8639en/i8639en.pdf>

across the seven thematic areas of the agenda. This implicitly ensures that agriculture, which is one of the seven thematic areas of the framework, incorporates gender issues in policy conception and formulation, in order to “accelerate agricultural modernization and sustainable natural resource management”. Women farmers and forest producers in Ghana make up nearly 50% of the country’s crop producers, but they face multiple disadvantages. These include lack of land ownership and limited access to finance, inputs and markets and a lack of political voice. Many Ghanaian women work as unpaid laborers on land owned by men.¹⁰³ Gender inequality also prevails in the management of livestock, forestry, and fisheries and aquaculture. While men farm both cattle and small ruminants, women mostly rear chickens, pigs and small ruminants. Lack of women-friendly fishing technologies in fisheries keep women in the processing and marketing links of the value chain. The country’s Gender Development Index is 0.946 according to the 2021-2022 Human Development Report.¹⁰⁴

The Women in Agricultural Development Directorate (WIAD) is one of the seven Technical Directorates of the Ministry of Food and Agriculture (MOFA). Its mission is to develop effective policies that promote delivery of improved technologies and information on agricultural production and post-production in an environmentally sustainable manner. The directorate focuses on four units, including nutrition, value addition, food safety and gender mainstreaming of all agricultural policies, programs, and projects.¹⁰⁵

Ghana's economic and human development is also vulnerable to climate change and climate-related shocks. Weather and climate extremes have increased in frequency and magnitudes, triggering floods, droughts and heat waves that, associated with increased exposure, cause human losses, damages to public and private assets and disruption of economic activities. On average, flooding affects around 45,000 Ghanaians every year. One of the six priorities in the WIAD report identified links the need of promoting climate-smart agriculture, as it calls for “adopting an integrated approach to agriculture and environmental management by fostering integrated landscape management, promoting climate-smart agriculture, and supporting adaptation of coastal communities.”

Kenya

Agriculture is the backbone of the Kenyan economy, contributing approximately 25% of Gross Domestic Product (GDP), and employing 75% of the national labor force. Over 80% of the Kenyan population lives in rural areas and make a living directly or indirectly from agriculture. The sector is important for the most vulnerable groups; pastoralists, the landless and subsistence farmers depend on agriculture as their main resource of livelihoods.¹⁰⁶

Kenya’s Vision 2030 aims to transform Kenya into a newly industrializing, middle-income country with a high quality of life for all its citizens by 2030. Economically, it sets out to attain a sustained economic growth of 10% per annum, while socially it aspires to have “a just and cohesive society enjoying equitable social development in a clean and secure environment. Vision 2030 highlights poverty alleviation, quality education, healthcare, and gender equality, among others, as key areas to be addressed.”¹⁰⁷

The country has experienced significant changes in its climate patterns. Climate-related disasters, particularly droughts and floods, are increasingly frequent, with their impacts adversely affecting the economy and livelihoods in the country. The changes are also characterized by increased frequency of cold days and nights, and frost; temperature rises spanning across all seasons, and changed rainfall

¹⁰³ <https://www.fao.org/3/i8639en/i8639en.pdf>: Country Gender Assessment Series National gender profile of agriculture and rural livelihoods, Food and Agriculture Organization of The United Nations Accra, 2018.

¹⁰⁴ https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf_1.pdf, p288

¹⁰⁵ <https://mofa.gov.gh/site/directorates/technical-directorates/women-in-agricultural-development>

¹⁰⁶ http://wocan.org/sites/default/files/WLCAN_Policy%20Analysis_Kenya.pdf

¹⁰⁷ <https://nairobi.aics.gov.it/wp-content/uploads/2019/01/Kenya-Vision-2030.pdf>

patterns. With an economy that is dependent on climate-sensitive sectors, such as agriculture, water, energy, tourism, wildlife, and health, climate change is recognized as a major threat to Kenya's socio-economic wellbeing with potential to rollback development gains and derail progress towards the country's vision 2030.¹⁰⁸ 3.4 million Kenyans were left food insecure while 500,000 had no access to water due to the 2017-2018 drought. The economic cost of floods and drought in the country created a long-term fiscal liability equivalent to between 2% and 2.8% of the country's Gross Domestic Product, every year.¹⁰⁹

The 2021-22 Human Development Report attributes Kenya a Gender Development Index of 0.941. The National Policy on Gender and Development provides a basis for the Government to underscore its commitment to advancing the status of women. The Government of Kenya is determined to address any existing imbalances through policy implementation considering different needs and skills of men and women.

Women play a pivotal role in agricultural production and make up between 42% and 65% of the agricultural labor force in Kenya,¹¹⁰ in addition to their traditional domestic role. Women's roles in agricultural production vary considerably among and within regions and are changing rapidly in many parts of the world where economic and social forces are transforming the agriculture sector. Agricultural production is considered the main source of money and security for the majority of households in Kenya, and arable land is highly valued and sought after. The rural areas of Kenya have many geographically dispersed smallholder women farmers that are not integrated into key agriculture value chains.¹¹¹

In addition to the common gender roles influencing access to agricultural production resources in Kenya, a study on Women's Access to Agricultural Finance in Kenya¹¹² reported from the 2019 FinAccess data analysis that "women in rural areas are mainly denied credit because they have low savings (41% for ages 16-34 years), have existing debts (26% for ages 16-34 years), have bad credit history (20% for ages 16-34 years) and lack collateral (17% for ages 35-64 years). Men in rural areas are denied credit for mostly similar reasons, as well as for lacking records (21% for ages 64 years and above)". The above challenges are more pronounced among the youth, with women youth being most affected.

Malawi

Malawi is heavily dependent on agriculture, which contributes 25% of the GDP and employs 73% of the working population. Although the national poverty rate marginally declined from 52% in 2015/16 to 51% in 2019/20, Malawi remains one of the poorest countries in the world. The internationally comparable poverty headcount ratio – US\$1.90 a day (2011) – stood at 74%, one of the highest globally¹¹³. The economy's heavy reliance on subsistence, rainfed agriculture that is vulnerable to climatic shocks limits its growth potential, increases its susceptibility to weather shocks, and creates food insecurity. The Malawi Vulnerability Assessment Committee (MVAC) report for the 2022/23 consumption season indicates that about 2.3 million people face food insecurity.

¹⁰⁸ Government of Kenya (2018). *National Climate Change Action Plan (Kenya) 2018-2022*. Ministry of Environment and Forestry, Nairobi, Kenya. <https://africacheck.org/sites/default/files/media/documents/2022-02/Statistical%20Abstract%202021.pdf>

¹⁰⁹ <https://rmetsonline.wiley.com/doi/10.1002/joc.5389>

¹¹⁰ <https://data.worldbank.org/indicator/SL.AGR.EMPL.FE.ZS?locations=KE>

¹¹¹ <https://aircse.com/ijhas/papers/4419ijhas01.pdf>

¹¹² Evelyn Kihui and Bonface Munene. 2021. Women's Access to Agricultural Finance in Kenya. KIPPRA Policy Brief No. 03/2020-2021.

[https://repository.kippira.or.ke/bitstream/handle/123456789/2782/Womens Access to Agricultural Finance in Kenya - PB03 2020-2021%5b1%5d.pdf?sequence=1&isAllowed=y](https://repository.kippira.or.ke/bitstream/handle/123456789/2782/Womens%20Access%20to%20Agricultural%20Finance%20in%20Kenya%20-%20PB03%202020-2021%5b1%5d.pdf?sequence=1&isAllowed=y) / https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf_1.pdf<https://www.worldbank.org/en/country/kenya/overview>

¹¹³ <https://www.worldbank.org/en/country/malawi/overview#:~:text=Economic%20Overview,remained%20below%20pre%20pandemic%20levels.>

The country's estimated population of 18.9 million (2021)¹¹⁴ is expected to double by 2038,¹¹⁵ having quadrupled from 4.4 million in 1966. Women make up 51.5% of the total population while 84.2% live in rural areas relying on subsistence agriculture as a livelihood. Malawi's population is youthful with approximately half (46%) below the age of 15, and up to 73% below the age of 30 years.

Malawi has two distinct seasons: A warm rainy season from October to April, and a cooler dry season from May to September.¹¹⁶ Climate shocks, and low agricultural productivity continue to impair agricultural livelihoods. In 2022, dry spells at the beginning of the growing season decreased crop yields, while multiple tropical storms damaged farmland and key infrastructure. Women are hardest hit by effects of climatic shocks because of the gender roles they play in natural resource utilization, provision of food in the homes and that 81% of them work in the agriculture sector compared to 64% of men.

The government's 2063 vision¹¹⁷ aims to achieve a resilient nation through four areas: (i) Agriculture, water development, climate change management, (ii) Education and skills development, (iii) Energy, industrial and tourism development and, (iv) Health, and population.

Gender balance is identified as another development area and pre-condition for triggering outcomes in the key priority action areas¹¹⁸. The Constitution recognizes and promotes gender equality as promoting the welfare and development of the people of Malawi. It enshrines the principle of equality in general terms and specifically in mandating gender equality (section 13), promoting women's rights (section 24), and prohibiting any kind of discrimination based on gender (section 20). The Malawi Gender Policy 2015 seeks to strengthen gender mainstreaming and women empowerment at all levels to facilitate attainment of gender equality and equity in Malawi. Its overall goal is to reduce gender inequalities and enhance participation of women, men, girls, and boys in socio economic development processes.¹¹⁹

Despite commitments to ensure gender equality, disparities persist in Malawi which has a Gender Development Index of 0.968. Malawi achieved gender parity with regards to enrollments in primary level where Gender Parity Index stands at 1.05. However, girls experience a higher dropout rate of 4.6, compared to 4.2 for boys. The Index at secondary level stand at 0.96. Girls and women are less likely to enroll at undergraduate (39%) and post graduate levels (41%) in public universities compared to boys and men, who account for 61% and 59% at those two levels respectively.¹²⁰ Although women's participation and representation in decision-making can lower levels of women's poverty, women's participation and representation in decision making in Malawi is only 23%.¹²¹

Nigeria

As a key player in West Africa, Nigeria makes up nearly 50% of the West African population (202 million), of whom 40% were living below the poverty line in 2018. The number of Nigerians living in extreme poverty is set to rise by 7.7 million between 2019 and 2024.¹²² Nigeria's Gross National Income (GNI) per capita is estimated to US\$4,790¹²³, with a Human Development Index of 0.535, ranking 163 out of 190.¹²⁴

¹¹⁴http://www.nsomalawi.mw/images/stories/data_on_line/general/yearbook/2022_Malawi_Statistical_Yearbook.pdf

¹¹⁵<https://www.worldbank.org/en/country/malawi/overview#:~:text=Economic%20Overview,remained%20below%20pre%20pandemic%20levels>

¹¹⁶http://www.nsomalawi.mw/images/stories/data_on_line/general/malawi_in_figures/2022_Malawi_in_Figures.pdf

¹¹⁷ <https://malawi.un.org/sites/default/files/2021-01/MW2063-%20Malawi%20Vision%202063%20Document.pdf>

¹¹⁸ https://npc.mw/wp-content/uploads/2020/07/MGDS_III.pdf

¹¹⁹ Republic of Malawi, January 2015; Malawi Gender Policy 2015

¹²⁰http://www.nsomalawi.mw/images/stories/data_on_line/general/yearbook/2022_Malawi_Statistical_Yearbook.pdf

¹²¹ Republic of Malawi, January 2015; Malawi Gender Policy 2015

¹²² <https://www.worldbank.org/en/country/nigeria/overview>

¹²³ Human Development Report 2021-22. https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf_1.pdf

¹²⁴ <https://www.worldbank.org/en/country/nigeria/overview>

In the mid-1970s, the booming oil economy diverted attention and resourcing from other promising economic sectors such as agriculture. Since the 1980s, the Nigerian Government's investment in Agricultural Research and Development has been increasing. As of 2014, close to two-thirds of the sector's senior researchers were approaching retirement age, making recruitment and training of young scientists to the PhD level an urgent priority. There is an "underrepresentation of women in agricultural research in Sub-Saharan Africa, including Nigeria", which has resulted in fewer women than men getting trained and employed in agricultural sciences, with women making up 29% of researchers in the Agricultural Research Council of Nigeria (ARCN).¹²⁵

Nigeria scored 0.863 on the Gender Development Index in the 2021-2022 Human Development Report. Women researchers are often younger and less qualified than their men colleagues. Despite the low representation of women in research, there has been an upward trend for women researchers in the Nigerian agricultural Research and Development (R&D) sector. Moving to bridge this gap, the Nigerian Government launched the National Gender Policy in Agriculture¹²⁶ in 2019 to "reduce gender biases in the agricultural sector and address the country's unequal gender power relations in agricultural research and development."¹²⁷ In 2019, the Government of Nigeria launched the National Gender Policy in Agriculture¹²⁸, informed by research by the CGIAR Research Program on Policies, Institutions and Markets (PIM).¹²⁹ The Gender Policy aims to promote the adoption of gender-sensitive and – responsive approaches in the agricultural sector and ensure that men and women have equal access to, and control of, productive resources. According to the Agricultural Council of Nigeria¹³⁰, climate variability is causing more intense and erratic rainfall contributing to land degradation, floods, landslides, and gully erosions.

Despite some commonalities among the countries, the contextual, social, and cultural differences play a significant role in sustaining AWARD's interventions' outcomes. Addressing any challenge or pursuing any endeavor in each country will need to be grounded in the reality of the country and even the institution. This poses some challenges around the "replicability" of programs: total replicability of a solution that happened in one context to different one might not necessarily work.

a. Country Chapters: A comparative glance

The Country Chapters provide a platform for Alumni to engage and utilize their expertise and skills to foster AWARD mission in their respective countries. Except for Malawi, where the Country Chapter is a loose entity, all Country Chapters in the countries visited are registered with a legal status and a bank account. However, the definition or understanding of membership to Country Chapter seems to depend on context. While a Chapter may include current and former Fellows, current and former Fellows' Mentees, current and former Mentors, as well as One-Planet Laureate Candidates in one country, it is unclear whether it includes One-Planet Fellows or Mentors in another country. In Nigeria, for example, NiWARD is comprised of over 200 AWARD Fellows in addition to Mentors, Mentees, and volunteers from Nigerian Universities, Agricultural Research Institutes, Agricultural NGOs, and the Private Sector. This diversity of the membership speaks to NiWARD's ability to engage effectively in leveraging non-AWARD actors within their local ecosystems to create locally relevant partnerships that advance their objectives. Leaders of both KeWARD and MaWARD noted that though there were more than 200 AWARD Alumni in each of these countries, fewer than 50 in each case had ever paid

¹²⁵ Nienke M. Beintema, Abdullahi Mohammed Nasir and Lang Gao. 2017. Nigeria: Agricultural R&D Indicators Factsheet.

<https://www.ifpri.org/publication/nigeria-agricultural-rd-indicators-factsheet>

¹²⁶ <https://fmard.gov.ng/national-gender-policy-in-agriculture/>

¹²⁷ <https://gender.cgiar.org/news/partnering-funaab-nigeria-cultivate-gender-responsive-agricultural-research-and-development>

¹²⁸ <https://guardian.ng/business-services/fg-launches-agriculture-gender-policy-to-promote-equal-representation/>

¹²⁹ <https://pim.cgiar.org/>

¹³⁰ Nienke M. Beintema, Abdullahi Mohammed Nasir and Lang Gao. 2017. Nigeria: Agricultural R&D Indicators Factsheet.

<https://www.ifpri.org/publication/nigeria-agricultural-rd-indicators-factsheet>

the membership subscription fees. Moreover, few individuals engage in the Country Chapter activities. GhaWARD, the Ghana Chapter, also shares the above challenges. It does not appear that the Country Chapters have actively sought out membership of Alumni/Fellows from the most recent fellowships, notably the One-Planet Laureate Candidates/Alumni.

Low Country Chapter membership translates into insubstantial resource mobilization, especially as Chapters now rely mostly on membership dues, in a context of limited financial support from AWARD. The most shared challenge by all Chapters is non-payment of membership dues. Probed into understanding why they do not pay dues, members from Ghana, Kenya, and Malawi declared that they are not seeing the value for money. The Nigeria Country Chapter, that fares better at collecting members' dues, has developed an effective means to collecting membership dues during annual academic meetings organized every year. Participants see value in these scientific gatherings – which have taken place each year since the Chapter's creation in 2013 - and are willing to pay the dues and conference registration fees in exchange for the opportunity to present their papers. The Chapter has even gone a step further by initiating self-funding the first edition of Science Innovation Prizes to be awarded to three winners at the 2022 Meeting. The Nigeria Chapter seems well-established and less dependent on the central leader, perhaps because of the decentralized Chapter approach with six sub-chapters that corresponds to the country's geo-political zones. The Ghana Country Chapter secured a grant from the Australian Agency for International Development to conduct outreach activities. The resource mobilization initiative, by itself, is a move in the right direction that could contribute to the Country Chapter's sustainability.

All four Country Chapters undertake careers fairs and role-modelling activities with youths in high schools. Though MaWARD discontinued this activity after 2019 due to resource shortage, it did initiate tree planting in schools and communities with a view to fostering environmental conservation and enhance access to fruits for nutrition in school communities. NiWARD drew from its own resources to sponsor outreach activities and other role-modeling activities in high schools. These efforts of the Country Chapter positioned it on the path to sustainability and are truly a reflection of its ingenuity and a cause for celebration in advancing opportunities for women's empowerment and gender in agricultural research. The Nigerian Chapter even tapped into the opportunity for virtual participation to co-organize an event with the Zambia Country Chapter on International Women's Day in 2021, in which more than 100 young girls participated. The Malawi Chapter invited the Ministry of Agriculture officials to officiate a women entrepreneurs engagement event it conducted 2021. In Kenya, the Country Chapter has taken the initiative to influence county governments through a series of fruitful interactions that resulted in addressing farmers' concerns about livestock disease control. The outcomes of the initiative included promotion of low technology solutions that address production challenges faced by smallholder farmers, training in organic pesticides production and using locally available materials for feed formulations for their animals.

Sustainability of the Country Chapter and its contribution to the sustainability of AWARD

Following the review of the above cases, there is potential for Sustainability of Country Chapters, which are central for catalyzing AWARD's objectives at country level. Creative thinking and better leveraging AWARD's network and resources is required for the potential strengthening the Country Chapters. Beside various favorable context-specific factors, the Nigeria chapter has been successful partly as it spotted the interest of the critical mass of Fellows and Alumni in the country and leveraged it. Alumni may not be inclined to pay their annual membership dues, but they are ready to pay for conference registration fees because they perceive the value for the money. Additionally, NiWARD opened membership beyond Alumni, without losing sight of the core Alumni group. By doing so, it maximized participation and simultaneously showed inclusivity to the other scientists working in the agricultural research sector in the country. It also began to build an indigenous and local ecosystem

to play multiple roles in systems change. Furthermore, the Nigeria Country Chapter adopted an animation approach that fits the physical geography of the country. It created six sub-chapters to fit with the six geopolitical zones of the country and decentralize the national Chapter. Each sub-Chapter plans and organizes events based on their regional context, but all sub-Chapters conglomerate when the National Chapter calls. Though it is not clear if the successes in one country can be replicated and scaled elsewhere, due to individual, institutional and national contexts, the various cases present interesting learning opportunities.

Countries with a critical mass of fellows or Alumni could try the academic conference approach to give vibrancy to their chapters, while bearing in mind the potential blocks specific to their context. Naturally, they will need to be observant of their own country context and anticipate potential organizational and logistical challenges to optimize chances of success. Other than the country-specific situations, Country Chapters can learn from outreach and fundraising activities such as those led by KeWARD and GhaWARD to mobilize resources for their activities. They can use the AWARD brand to advance such objectives, in a world trending towards the localization agenda for funding and a rise in being able to tap into Country Missions, for example.

The Country Chapter model has high potential to advance AWARD's objective in a powerful manner, if leveraged and given more investment by Alumni. With more creativity and commitment, Country Chapters can tap into AWARD's capital of reliability and the relevance of its objectives with national policies to generate resources, become autonomous and achieve sustainability, especially in an era where donors are more inclined to the localization of funding. However, they are yet to be leveraged to their full potential. As shown in the case of Nigeria, the role of the Country Chapter has been instrumental in pushing the Country Chapter Model agenda forward. But AWARD could probably do more work with organizations in the sector to make sure that the gender responsive nature is much stronger, if that is what they decide they want to do.

The cases presented above show that the Country Chapter members are both the actors and beneficiaries of the sustainability outcomes they engender. For this reason, they have total ownership of the outcomes, even if external partners are involved in some of the above outcomes. One area of strong potential but yet-to-be tapped opportunity of sustainability is the training courses. No Country Chapter reported an attempt to offer training as a means of generating income for the chapter. However, it emerged from a few interactions on the subject that AWARD should invest efforts in stimulating demand for pay-for courses by engaging institutional leaders to raise awareness on existence of these courses and on the value-add of these courses if the institution sponsors their staff to participate.

The take-away from the field visit is the Country Chapter model is a potential powerhouse for sustainability. However, it is not being used to its full potential in most countries. If put in motion, they could help AWARD move from the individual scientist to influence the larger space in a more systematic and formal manner. The Country Chapters provides a platform for Alumni to engage and leverage their expertise and skills to foster the AWARD mission within the country. This is critical for effectively utilizing the Alumni as role models for young girls in both primary and secondary schools.

Enablers of the successes observed in the Country Chapters:

- Sense of initiative of Chapter leadership,
- Members' motivation and time commitment of individual Alumni,
- Demonstrated proof of value-add sense initiative,
- Creative stewardship that values adaptive action.

Blockers of the successes observed in the Country Chapters:

- Non-payment of membership dues, as result of Alumni not seeing the value for money,
- Shortage of staff that would commit time and support coordination of activities and pursue opportunities,
- Lack of motivation and commitment of Alumni. People can volunteer time but only to a certain degree,
- The social ecosystem in which institutions evolve,
- Failure to have an expert analysis of the social and cultural ecosystem.

b. AWARD Alumni: Their impact on their institutions

The impact of AWARD's programs and fellowships on the Fellows and Alumni is proven on the ground. It is more observable at the individual level through Alumni career progression, women's leadership in institutions, and at a meso-level of the Alumni institutions through the institutionalization of Mentoring in research institutions.

Impact of programs and fellowships at Alumni's Career Progression

In the four countries visited, there is evidence of AWARD's programs' impacts on accelerating the careers of women researchers, and recently of men since inception of the One-Planet Fellowship. Similarly, the Alumni capability to lead research teams and their increased competence to generate technologies and innovations needed by both men and women of various ages have been materialized. AWARD programmatic intervention areas have also proved their effectiveness in various ways, including shaping effective research leadership, fostering intergenerational networks, and mentoring cultures. Enhancing scientific communication and publishing skills and influencing the design of gender-responsive research and development are also credited for having strengthened capacities of individual Fellows, Mentors, and Fellows' Mentees. Moreover, the accelerated career progression was strongly associated with the development of clear career purpose vision, enabled by a rigorous respect of the purpose roadmap, which stimulates sharpened focus, self-awareness, confidence, and attention to timelines.

Alumni's increased ability to mobilize resources for research was also reported and supported with case examples. The successful application of acquired proposal writing skills enhanced Fellows' ability to win grants, engage in research as principal investigators or co-investigators; thus, enabling Fellows to secure research projects and working meaningfully. This also benefited the Fellows' organizations, as the grants supported their research activities and generated outputs.

Some Fellows initiated collaborative grant proposal writing among themselves and others of the groups reported winning grants. The following testimony of a FGD participant in Kenya shows that AWARD Fellows are tapping into their "Power with" to increase solidarity and collaboration:

"Participation in AWARD gave us the ability to execute our work duties better, be able to write research proposals which win grants and bring in funds to support research and use the results to publishing papers in referred journals. This is very important for our organization KALRO. Before we would just come to office but there was not much that were doing."

- FGD Participant, Kenya, woman

A One-Planet Fellow from Malawi who is a woman shared her experience collaborating with other fellows from six countries, including two Francophones. Although she found the experience enlightening, she laments the language barrier compounded by the challenge of virtual communication with the Francophone fellows.

“Communication in the physical meetings was easy but for the online meetings, language barriers become a problem for French speakers who do not fully comprehend English. You have to speak very slowly or type in a chat for them to be able to follow. Also due to time differences between Southern and West Africa, agreeing on convenient time for group discussions was somehow a challenge.”

- KII participant, Malawi; woman

The cases of collaborative grant writing and winning is an excellent example that needs to be emulated to advance the researchers’ careers while strengthening their networks. The Ghana CSIR Fellows collaborating to win fund from INASP¹³¹ in 2016 to organize grant writing workshops for women research scientists of all 13 CSIR institutes is a relevant example. Moreover, Alumni from Ghana’s CSIR Food Research Institute (CSIR-FRI) partnered with Ohio State University to secure a substantial grant of over US\$151,000 with USAID to carry out research and lab activities is another example of what can be achieved through harnessing creativity and networking.

The Alumni also cited enhanced presentation and public speaking skills, as well as communicating research results with different audiences as impactful changes. The training, coupled with numerous opportunities, enabled Fellows to successfully present their research outputs, as it honed their presentation and public speaking skills. Similarly, increased publications have increased the visibility for both the individual and organization. This was attributed to acquisition of science writing skills which are not provided through the normal graduate training programs. A select number of One-Planet Laureate Candidates also cited acquisition of skills in story telling as a method of communicating science.

Impact on the individual is clearly observable, and the Fellows’ careers are noticeably boosted in all four countries, with a ripple effect on the institution occurring, with an impressive number of Alumni in some in institutional leadership positions and potential to influence institutional policy. An important critical mass of Alumni in leadership was reported in Kenya (KARLO), Ghana (CSIR) and in Nigeria (FUNAAB). In addition to their research and professional activities, many Alumni reported having carried out role modelling and careers fairs to inspire secondary school students’ interest in science studies.

In Nigeria, a MSc Fellow who later pursued a PhD is now strongly geared towards entrepreneurial application of her research focusing on herbal medicine and developing medicine against breast cancer. Asked about the scientific underpinning of her endeavor, she directed the team to an academic article she co-authored in 2020.¹³² In Ghana, a fellow shared her passion in plantain farming as a business, while a team of retired Alumni created a graduate center for innovation and entrepreneurship.

¹³¹ INASP (*International Network for the Availability of Scientific Publications.*) is an international development charity working with a global network of partners to improve access, production and use of research information and knowledge.

¹³²Joy Ifunanya Odimegwu, Olukemi Abiodun Odukoya, Alejandro Español, Maria Elena Sales. 2020. Human Breast Tumour Cells Viability Effect of African Dioscorea Rotundata Tuber Extracts in Mcf-7 And Mda-Mb231 Cell Lines. <https://doi.org/10.1101/2020.05.08.084269>

During the field visit, the Evaluation Team came across only one case of AWARD Alumni progressing to a high-level policy position outside of their mother institution: in Ghana, a Mentor left their home university to occupy the position of Vice-Chancellor in a private university. However, post-field interactions indicate that many AWARD Fellows have moved to various international institutions, including the International Crops Research Institute for the Semi-Arid Tropics, the International Institute for Environment and Development, IDRC and USAID.

AWARD's Alumni constitute a resource that can be leveraged for advocacy, and influencing policies, curriculum development. The Alumni can also be leveraged for articulating demand in the ARD institutions as well as forming the basis for country-based ecosystems working towards women's economic empowerment and gender responsiveness in agricultural development and sector transformation. Additionally, because most Alumni are from national research institutions, they could ultimately position the Country Chapters as key players in steering the research agenda in their respective countries and the go-to organizations for those development partners wanting ideas on where to invest and meaningfully impact the agricultural communities, including smallholders.

Women's Leadership

Many Alumni view the leadership training courses and negotiation skills as a core skill to have. Therefore, they leveraged the training skill in advanced science and leadership to progress in their career and access early, middle, and high-level position in their institutions. Positions of directorship and leadership are based on academic progression, then personal leadership skills. Most former Fellows or Mentors, and a few current Mentors and Fellows, occupy leadership positions ranking from Head of Department to Program Director, Acting Vice Chancellor, Deputy Vice Chancellor and Vice Chancellor in universities, as has been the case at FUNAAB and LUANAR, and at Ghana University of Technology. In agricultural research Institutions, many AWARD Alumni and current Fellows rose to Division Director, Institute Deputy Director or Director, to Corporate Former Director General or Deputy Director General. However, training women leaders does not systematically enable them to take up leadership positions within their institutions, at least as a certain level of hierarchy.

In numerous cases, AWARD Alumni who later occupied leadership positions within institutions fast-tracked the buy-in of AWARD's objectives and accelerated adoption of some of AWARD's values, such as gender equity and gender-responsive research. In KALRO, the Director General took the Leadership Program for Agricultural Research and Development (LEPARD) training and became a champion of gender-responsiveness in research. In Ghana (CSIR), the first cohort of AWARD Fellows accelerated their ascent of the career ladder and ended up occupying high-level leadership positions within the institution. Moreover, they later played a role in creating a critical mass of fellows within CSIR, to increase gender parity and integrate gender responsiveness in research practice.

During a post-interview conversation with a fellow in Nigeria, the sociocultural challenges looming over women's leadership was raised. This echoed an observation in Ghana that people can be equipped to hold leadership positions but may wish to occupy leadership positions only at some levels of their own choice. AWARD's focus on mentoring women leaders was very important, because it results in bringing a critical mass of women leaders onboard and increasing women's voices in ARD institutions to create real impacts on the ground, as has been the case in CSIR.

Enablers to successful career progression and access to leadership opportunities:

- Favorable institutional environment that fosters women's career progression
- National or institutional policy that promotes gender equity in leadership
- Available and accessible opportunities for capacity and soft/hard skill strengthening
- Supportive "household institution"

Blockers to successful career progression and access to leadership opportunities:

- The sociological heritage of the ecosystem that may not value women's leadership
- An obstructive "household ecosystem" is the strongest barrier
- Lack of self-esteem

Mentoring

Of the many soft skills acquired through AWARD, many Fellows and Mentors highlight the centrality of Mentoring. The former lauded their gains from being mentored, and the latter shared how mentoring contributed to enhance their approach to guiding or supervising students or junior staff. Based on Alumni's testimonies, the effectiveness and relevance of mentoring are irrefutable, hence its high regard by individual researchers within institutions, and by institutions.

Mentoring activities prove to be a very effective tool for preparing young scientists to accelerate their professional development. Thus, in 2015, CSIR formally institutionalized the Corporate CSIR Mentoring Program, building on learning from AWARD's mentoring principles and using seed funds provided by AWARD and CSIR. Besides mentoring junior scientists and regular staff at the onset, new college graduates who join the institution for their national service also take advantage of Mentoring. There are reports that the youths who benefit from mentoring during their national service are more prepared to face their future professional life upon completion. Since completion of the Mentoring seeds funds, individual CSIR institutes carry out mentoring within their institute.

In Kenya, Malawi and Nigeria, mentoring is an individual initiative, by and large. Isolated cases of Alumni influencing institutionalization of mentorship were cited at University of Nairobi in the Department of Plant Sciences and Crop Protection and LUANAR. LUANAR Fellows and Mentors influenced adoption of Mentoring in the institution's strategic plan, though implementation did not gain traction. Mentoring is also adopted by individual researchers and staff at FUNAAB, but in a rather informal way. The formal or informal adoption of Mentoring, as well as its institutionalization in the GRARD institutions, is also a strong indication of AWARD's impact on institutions.

The history of the successful institutionalization of Mentoring at CSIR traces back in 2010 and draws from the vision of dynamic and visionary Alumni of Phase One of AWARD, whose vision cross-pollinated with the institution's leadership's ambition for adding the voices of high-performing women scientists at the highest level of scientific and policy decision spaces. The institution's leadership buy-in was secured thanks to tangible actions and initiatives led by a group of Alumni who struggled to give more voice to women scientists at CSIR. Some of these actions included developing a CSIR Women's Directory and securing funds from AWARD and CSIR to organize mentoring workshops in all 13 institutes of organization. These actions paid off five years later, as many women of the directory who benefited from mentorship joined AWARD either as Fellows or as Mentors and, thus, contributed to the critical mass of Alumni at CSIR; many of whom accessed to top-level leadership and policy positions within the organization. Pulling from their own experiences of benefiting from Mentoring, the Alumni are now only giving back whilst paying it forward through the institutionalization of mentoring, even with no external financial support.

The relevance and appreciation of mentoring has spread beyond academic institutions, some Alumni reported having engaged mentoring activities in their churches to the gratitude of their brethren.

Enablers of the institutionalization of Mentoring:

- Betting on supportive leadership
- Institutional buy-in and institutional leaders' support played a core role in the formal institutionalization of mentoring
- Seed funds provided AWARD and CSIR
- Participants' perception of value in Mentoring
- Vision of institution leadership and their belief in women in science

Blockers:

- Resource shortage
- Lack of institutional buy-in

Gender

AWARD program activities have affected women positively and delivered longer-term results from processes across all dimensions of women's empowerment at the individual level, including "power to, "power within" and "power with", along with the AWSEM framework. Increased self-awareness and self-confidence and assertiveness, taking up leadership roles as well as mentoring others as evidence of such dimensions of empowerment highlight women's agency.

"My area is water and Engineering. I always ask: 'can a woman be able to use or apply this technology?' I always think about the women in the design of my technology. I also always target a lot of youths in this engagement from design through implementation."

- Woman One Planet Fellow, Ghana

It was also observed in the countries visited that there is greater awareness and understanding of the concept of gender, with intentional focus on addressing gender issues right from research proposal development. In the same vein, there is deliberate targeting of both men and women in the research process and focus on generating technologies/innovations that address or take into consideration priorities and constraints of both men and women. However, not all people seem conversant with integrating GRR in their work. The One-Planet Fellows seemed at greater ease talking about GRR and how they mainstream it in their research from design to implementation. A woman Fellow speaks below to her understanding of gender responsive research:

A former AWARD Mentor who became acting Vice-Chancellor of FUNAAB insisted on the importance of GRR and gender equity in research in his institution. At LUANAR, the current Vice-Chancellor and Deputy Vice-Chancellor are Alumni of AWARD and are in positions where they can accelerate GRR in the institution.

Best practices that AWARD can learn as it seeks to strengthen support for Country Chapters:

From the analysis of the country visits, numerous best practices emerged, including the following:

- Innovation of research conceptualization, with a tendency to derive research problems from what is observed from the farmers, rather than from the literature.

- Increased number of women in leadership positions at different institutional levels and maintaining a tracking of this.
- Instituting mentorship formally or informally in institutions and documentation these examples.
- Emerging instances of entrepreneurial ventures by fellows building from the soft skills gained through AWARD and engaging with private or public sectors.
- Adaptation of Country Chapter governance based on context, e.g: the Nigeria Chapter is divided into six sub-chapters based on the country's six geopolitical zones.

Chapter 6: Challenges, Lessons, and Opportunities

Introduction: In this section of the evaluation, learnings from reflecting back are combined with an assessment of issues and key opportunities for AWARD going forward. These challenges, lessons and opportunities have been articulated into six cross-cutting organizational issues, presented as strategic issues for AWARD and imply strategic decisions going forward. These issues were discussed as part of the workshop in Kenya with AWARD staff, stakeholders, and Steering Committee members.

The strategic issues identified as part of this Chapter are:

- 1) Strategic issue 1: AWARD's clarity of niche, strategic focus, and ambition
- 2) Strategic issue 2: Strategic partnerships
- 3) Strategic issue 3: Resource mobilization
- 4) Strategic issue 4: Strengthening and continuous adaptation of programming: at individual and institutional levels
- 5) Strategic issue 5: Strengthening of AWARD's MEL system
- 6) Strategic issue 6: Brand, visibility, and external communications

Strategic Issue 1: AWARD's clarity of niche, strategic focus and ambition

AWARD's landscape is ever-changing. At a macro-trend level, the climate crisis and gender equality (both leadership inclusion and gender integration in research process) remain as two critical issues for AWARD. The attention on food systems, food inflation and the framing of agricultural research and development as part of this discourse is becoming more prevalent. At a sector trend level, within the ARD sector in terms of gender some of the key trends noted are the need to segment countries according to their progression against gender parity (recognizing non-uniformity of men and women), to identify their cultural norms and conditions and their institutional aspirations and to assess carefully the fellowship or institutional interventions that best meet the needs nationally that contribute to climate resilience and adaptation, or indeed gender-responsive research or plainly just excellent science.

This evaluation noted the increase in institutional capacity in the ARD sector around gender (more and more institutions are making commitments to gender, including investing in gender). Similarly, as part of the landscape, it was noted that there is an increase in the number of programs offering fellowships and the number of programs which are oriented around both woman's economic improvement or improvements in the way that research responds to the needs of both men and women farmers. In the AWARD Annual Workshop 2022, participants noted that within this changing landscape, AWARD is not the scientific arm of gender mainstreaming. It aims to compliment this work, providing leadership skills for its scientists. Similarly, it was recognized that gender research is a scientific study and requires the requisite expertise. The goal therefore is to have complementarity, leveraging and respecting the differences that set the different institutional approaches apart.

The implication of these issues is that AWARD, more than ever, requires complete clarity on its value proposition, its strategic focus, its strategic partnerships and affiliations and a clear and measurable ambition that is attuned and reflective of those ambitions going forwards. Furthermore, its ambitions require some flexibility to reflect the individual aspirations of its 'clients' whose capacity it seeks to build so that common outcomes and a common vision is deliberately created and pursued in collaboration.

This was identified and validated as a strategic issue for AWARD, as this evaluation highlighted a lack of clarity around strategic focus, the risk of scope creep and the misalignment of ambition and resources, which resulted in AWARD being perceived to be over-stretched in places. Positive results

were also identified as part of this evaluation which relate to this issue. AWARD has a strong reputation, credibility and long-history within the sector and demonstrates an openness and ability to respond to the external environment. The One Planet Fellowship is a case in point.

The key strategic questions identified because of this issue are:

- How will AWARD's strategic focus evolve and ensure greater clarity going forward?
- How will AWARD address diversity and inclusion as part of its strategic focus, particularly the inclusion of men?
- Where is AWARD best focused in terms of the niche of its Fellowship Programs? Is it in terms of women's leadership in the ARD sector or gender-responsive research in the ARD sector, or able to cover both?
- Does it consider these to be separate programs delivered independently or delivered in a deliberate and integrated way and depending on a critical mass of people in particular countries or institutions?
- What are the potential funding and partner opportunities for both to play a more active role in the ecosystem and to be considered indigenous rather than isolated?
- Does AWARD need to evolve its organizational capabilities and individual competencies to deliver this more refined strategic focus?

Strategic Issue 2: Strategic Partnerships

As noted in Strategy 2017-2022 and as a key finding from this evaluation, partnerships are integral to AWARD's operating model and its ability to deliver impact, scale, influence, and access income and revenue. Trends are showing the increasing importance of partnerships, in terms of ensuring strong networks and sustainability, as well as in terms of funding mechanisms that have an emphasis on scale, such as consortia and an ecosystem approach. AWARD has demonstrated key strengths in partnership, as demonstrated by the volume of requests AWARD receives to partner, but also has critical weaknesses, including an ad-hoc and non-managed approach to partnership. To address both external trends and internal strengths and weaknesses, and to deliver the organization's mission, AWARD should develop a partnership strategy as a key component to the organizational strategy of 2023-2027.

Key opportunities identified in terms of partnership:

- Stronger partnerships with regional and sub-regional organizations, to strengthen the connections of AWARD within the ecosystem, may offer potential for income and potentially other benefits such as accreditation, grant funding and validation, advocacy
- Consortia funding offers the opportunity for greater partnership; AWARD should identify where it can contribute in terms of consortia and what types of partners it would engage. Pre-positioning for consortia often requires 12-18 months' lead time prior to a call.
- Opportunities with 'non-traditional' AWARD partners; e.g. Science Councils across Africa and globally, and gender platforms (not necessarily in the ag sector) across Africa and globally.
- Opportunities to partner with institutions like AGRA that have "feet on the ground", so AWARD will have more influence on women's involvement in the agricultural sector. AGRA may want to link its VALUE4HER initiative with AWARD fellows to transform women's involvement in agricultural research.

The key strategic questions identified because of this issue are:

- To what extent will AWARD embed a deliberate partnership approach in its 2023 strategy? Will it be a standalone goal or integrated within program and operational goals or both? Will these partnerships influence and strengthen the overall contribution of women in agriculture?

- Will AWARD's partnership focus be impact, scale, influence, income for small farmers, or all of the above?
- What opportunities should AWARD consider in allocating resources towards partnership?
- How will AWARD seek to strengthen its approach to engaging with governmental and regional partners?
- How will a renewed focus on partnership for AWARD impact AWARD's ways of working?

Strategic Issue 3: Resource Mobilization

The donor scan (Appendix 7) carried out as part of the light landscape analysis illustrates a competitive funding landscape and identifies some key trends AWARD should reflect on as it moves forward. Key trends of note are the increased focus on localization, increase of funding flows to climate and climate-nexus funding, and an increased interest in diversity and inclusion principles at an institutional level. Additionally, there has been an overall growth in interest from donors in gender equality, women's empowerment, and "feminist foreign policy", shown already to translate in marked growth in funding towards activities supporting women's empowerment. Similarly, these donors (particularly GAC, Co-Impact and, to an extent, SIDA) address multi-leveled approaches to women's empowerment, often looking at individual, institutional or unit-level, and social empowerment. Conversely, two trends are noted that may threaten AWARD's resource mobilization and should be addressed in a future Resource Mobilization (RM) strategy. Firstly, there is a donor trend towards fragmentation of funding, with large grants harder and harder to access. As seen in AWARD's grant portfolio, average grant sizes – particularly outside of grants from core donors such as BMGF, BNP Paribas and USAID – are modest. AWARD is therefore particularly vulnerable to this trend and will need to seek the careful balance between a diversified, and manageable, portfolio with a preference for larger grants in pursuit of efficiency. Equally, as AWARD is directed towards country offices or Foreign Embassy resources in support of indigenization agendas, grant sizes are likely to be more modest. Secondly, ongoing food crises have sparked a donor prioritization of agricultural funding focused directly on food production and crisis response.

The evaluation has demonstrated key strengths and weaknesses both in AWARD's funding portfolio and ability to access and manage funding. The evaluation noted co-investment engagements as a strength and potential opportunity. AWARD's co-investment engagements have resulted from the appreciation of AWARD's training model, and USAID, along with its country missions, was the first donor to buy into this. The Pan-African Fellowship with its involvement of Francophone Africa and with funding from Agropolis Foundation, USAID and BMGF, plus partners such as ILRI, ACIAR and South Pacific ACBC and others, follows the co-investment model. Institutions benefiting from training partnerships with AWARD such as WAVE, the Gender Platform, ICWAE etc., also come into the activities through co-investment arrangements. Additionally, the for-pay model was identified as a strength in terms of financial sustainability, and could play a greater role as part of a revenue focused business model going forward, although potential risks to donor funding should be assessed in advance. A clarification on whether Pillar One, Two and Three are linked or standalone should enable more paid courses to be offered as a source of revenue for AWARD.

The issue of AWARD's legal status has potential pros and cons for AWARD's ability to access funding and is an issue that should be addressed with urgency. The implications of these internal and external factors are an increase in vulnerability of AWARD's funding model. AWARD's staff and steering committee note the importance of a robust, diverse, and flexible funding base as key to achieving its goals in the future. Resource mobilization was noted as the most pressing threat to AWARD's future, while donor interest and relationships were noted as the third greatest opportunity as well. This reflects the complex landscape and centrality of a strong funding strategy for the organization.

Key opportunities identified in terms of resource mobilization:

- Localization: If AWARD was registered as a 'local' organization, localization offers the potential for greater access to funding, as donors advance their localization commitments. However the staffing costs are tied into its legal status and registration. These are likely to be benchmarked differently if AWARD is no longer part of CIFOR-ICRAF.
- There is increased focus on consortia as a funding mechanism within the institutional donor landscape. Consortia offer AWARD the opportunity for access to larger grants and strengthened partnerships to deliver scale and multi-year funding but they require higher levels of effort and coordination.
- AWARD as a service provider: there is high demand for AWARD training and fellowships, AWARD could consider scaling up its for-pay products and its role as a service provider - this may be particularly relevant for strategic partnerships at national and regional levels. The calculations on revenue expectations and forecasts could provide AWARD with a more stable business model. The niche for these courses would need to be carefully researched, benchmarked and the outcomes identified as part of demonstrating value for money.
- African philanthropy: the growth in high profile African philanthropy and the volume of funding available from continental philanthropists represents an interesting opportunity for AWARD. This opportunity comes with key caveats: African philanthropists are shown to distribute most of the funding within their native country; AWARD's RM strategy should therefore consider dedicated mapping of philanthropy at the country level. Additionally, success in this area will likely depend on AWARD's brand; as noted in Operational Goals: Communications and Brand, there are some areas for strengthening with regards to perceptions of AWARD on the continent.

The key strategic questions identified because of this issue are:

- What type of business model and legal status will AWARD develop to ensure its sustainability going forward?
- What will be the ambition be in AWARD's business model in terms of balance of funding via donors, income generation, as service providers etc.?
- How will AWARD support its resource mobilization strategy? What structure will best deliver this new ambition and to what extent will resource mobilization activities and support activities be embedded in all teams across the organization?
- How can AWARD better leverage Country Chapters as a mechanism for increased presence across the continent, greater impact, and more effective local ecosystem change?
- Is demonstration of Value for Money a priority for AWARD? If so, what framework will AWARD adopt and how will it be systematically tracked and reported?
- What competencies require strengthening to deploy the above approaches?

Strategic Issue 4: Continued strengthening of programs

The evaluation highlighted the increasing number of actors in the gender and agricultural research space, each with a distinct value add. Additionally, trends within the sector show an increasing level of gender mainstreaming at institutional level and the increase in online training.

The evaluation has demonstrated that AWARD has key strengths in terms of the results achieved and impact of its fellowships. Furthermore, the GRARD pilot program has proved to be successful, with a recommendation as part of this evaluation to continue and scale work at the institutional level. The evaluation has also recognized the importance of focus and recognition of the role of the enabling environment in transformative change, this is perhaps the area that AWARD need to be clearer about their value add and ambition.

AWARD is transitioning to an organization with an ambition beyond building the capacities and opportunities for individual, and towards transformation of the ecosystem as a strategic direction, which presents a longer, more complex, more arduous and a riskier journey to affect institutional and ecosystem change. AWARD fellowships are increasingly moving from individual focus to a focus on its three pillars being interlinked and on gender-responsive ARD, most recently demonstrated by the launch of GRASP. In recognition of this, AWARD should build on learning from GRARD and its Alumni network to assess what it will take to meaningfully contribute to transformational change. The context of institutions and the institutional environment as well as the context of women in science in agriculture would have to be considered and should be invited in to inform AWARD's enhanced approach to transformational change. Central to this reflection, will be a critical analysis of AWARD's contribution to gender responsive research and gender as a science, as opposed to gender awareness and, within this, the identification of areas that AWARD needs to strengthen to deliver this contribution.

A key discussion as part of the AWARD Annual Planning Workshop 2022 with regards to continued strengthening of AWARD programs, particularly at the institutional and enabling environment levels, related to the role of Alumni and Country Chapters. Both the Alumni network and Country Chapters are important resources for AWARD and to date, there has been no clear strategy as to how to fully leverage and optimize the opportunities they present. It should also be noted, that the formalization of Country Chapters presents both risks and opportunities, so in advance of AWARD deciding its approach to both as part of the 2023-2027 Strategy, it should first be clear about the refreshed strategic focus, and what role Country Chapters and the Alumni network play in achieving that focus.

Key opportunities in terms of AWARD's programs:

- The leadership model requires metrics and rigorous results to market it (there is stiff competition from private sector models), whether this is for a donor funded program, a program funded by the AU or a science council or an individual institution that seeks to advance its aspirations by buying in courses from AWARD.
- The consolidation of a clear model to drive impact in its programs particularly Pillars One and Two and enhance its success through the Country Chapters that can create a vibrant ecosystem to benefit from AWARDs thought leadership and communications and more regional and continental networks. Pillar Three will likely be delivered only through well considered partnerships and collective visioning.
- The Alumni network was referred to within the AWARD Annual Planning Workshop 2022 as the "Alumni powerhouse" building the "nerve center" of AWARD. Clearly, the Alumni network presents an opportunity for AWARD, both in terms of delivering the mission and ensuring sustainability of the organization. Specific opportunities, however, should be identified, in line with the new strategy.
- The concept of Alumni as a powerhouse is considered in the analysis of sustainability. Alumni and Country Chapters are key factors in the sustainability of AWARD. The small size of AWARD staff makes the use of its Alumni critical in covering its Pan-African scope. Going forward it is key to define how AWARD can leverage the use of the network as a lever for sustainability. Concurrently, balancing focus and results with scaling across the continent will be tricky conversations and deliberations AWARD will need to be comfortable with.
- Clear commitment to M&E systems, processes and evidence-based learning in all that it does from feedback to/on trainers, to benefits accruing to fellows and to institutions and beyond. Their stakeholders must 'own' these benefits alongside AWARD and should therefore be engaged in Theories of Change, outcomes and indicator identification for success as well as key learning and evaluation questions to track through the new strategic process.

Furthermore, the existing empowerment model falls short of providing a conceptual framework for change beyond agency towards transformative gender mainstreaming.

- The right team with the right skills and competencies, including to interact with Francophone institutions, requires impartial consideration
- The resources to deploy a clear model across its Pillars rather than operating in silos will be required
- Accreditation of courses may open more avenues for AWARD in terms of reach, impact and income.

The key strategic questions identified because of this issue are:

- How will AWARD adapt its programs to ensure alignment with any revised strategic focus?
- Will the individual continue to be AWARD's entry point for institutional and enabling environment change? Is this the most effective and efficient entry point- what alternatives have been assessed?
- What will be AWARD's niche in terms of Fellowships, Institutional Engagement and Enabling Environment?
- What will be AWARD's overall approach to engagement of men going forward?
- How will AWARD leverage the opportunities that the Alumni network presents going forward?
- How will AWARD leverage the opportunities that Country Chapters present going forward?
- Does AWARD have an ambition around creating 'a movement'? What would this take?
- What systems and processes will AWARD implement to ensure quality and ongoing assessment of quality?

Strategic Issue 5: Strengthening of AWARD's MEL

AWARD's MEL capacity was noted as a key area to strengthen going forward. This is not to disregard AWARD's historic strengths in MEL and times at which MEL was a priority and innovative approaches were employed. Examples of good MEL practice and initiatives were identified as part of the evaluation which should be built upon in the next strategic cycle, e.g. Agricultural science and technology data gathered by AWARD and IFRI capturing all aspects of women in research (building on the historic ASTI initiative).

However, due to the capacity gap and lack of investment in MEL over the past five years, it is now an area that requires significant attention. Key areas in terms of MEL that require attention are; building capacity to measure organizational performance, including outcomes and impact of AWARD's work and ensuring the right data is collected, managed and shared to enable this. In this sense, there will be a focus on the MIS system and its usefulness. Part of this approach will go beyond a repository of M&E data to tracking the performance of Fellows over time and understanding what capacities are built and what contribution AWARD specifically makes to these. Complementing the data handling with thought leadership and a new framework for gender in agricultural research is necessary with the appropriate measures aligned with institutions; these may need to be benchmarked based on propensity for success for AWARD.

Key opportunities in terms of AWARD's MEL:

- The ability to provide robust evidence for its work- which will enable better decision-making, increased donor and partner interest and AWARD's ability to influence the sector and potentially the demand for paid courses.
- There are several opportunities in terms of innovative approaches, but as per recommendations below, the greatest opportunity is getting the basics right. Nevertheless, some key opportunities are:

- A decentralized and devolved approach to MEL; inclusion of Country Chapters and Alumni in monitoring activities
- Institutional capacity strengthening in M&E - the sector would benefit from learning from AWARD
- Longitudinal studies for individual capacity strengthening- given AWARD's experience and history, key opportunity to gather learning via a longitudinal study that would provide learning for AWARD and the sector

The key strategic questions identified as a result of this issue are:

- What will the purpose and scope of AWARD's MEL system be for Strategy 2023-2027?
- How will AWARD balance and priorities the MEL needs of different stakeholders?
- Will AWARD take a phased approach to the development of its MEL system and how will these phases be decided and how will reflection on the results be managed?
- Will AWARD include Alumni and Country Chapters in monitoring activities, and if so, how?
- To what extent will AWARD invest in MEL going forward? (HR, capital investments and financial resources for data collection and communication)

Strategic Issue 6: Brand, visibility, and external communications

Recognizing the changing landscape, as noted in the coherence section, and noting mixed findings with regards to visibility, a focus on brand, visibility and external communications will be essential for AWARD's 2023-2027 Strategy. The changing landscape has highlighted the proliferation of actors within AWARD's space, demanding the need for greater clarity of value proposition. Feedback from stakeholder's of the ARD landscape also indicated a desire for greater engagement and visibility of engagement in the landscape (ecosystem). Finally, while external communications are regarded as a strength of AWARD, there was also feedback to suggest that AWARD's visibility should improve.

Key opportunities in terms of AWARD's brand, visibility, and external communications:

- A revised and renewed brand: in line with revised strategic focus as above; that speaks to and resonates with new AWARD Model and stakeholders in the ARD sector, particularly at institutional level and within regional organizations; that speaks to key target groups for Strategy 2023-2027.

The key strategic questions identified because of this issue are:

- To what extent will AWARD focus on strategic, targeted communications to build marketing, Public Relations, Brand and Impact stories and metrics on AWARDS value proposition and success? How will this be resourced?
- What will be the deliberate processes internally to ensure that communication materials share detailed information on outcomes and impact across AWARD's three pillars or as part of its new strategy that will attract new relationships?
- How will AWARD learn about its brand and visibility during Strategy 2023-2027, what are the key learning questions and how will feedback loops and marketing data be used?
- How will AWARD's external communications and marketing support strategic partnerships and advocate through thought leadership on women's empowerment and gender-responsive research and agricultural transformation?
- How will AWARD's efforts around external communications support or contribute to Pillar Three and AWARD's visibility at international and continental fora to inform policy processes by AU and other important partners?

Chapter 7: Conclusions and Recommendations

Conclusions: Overarching conclusions on delivery of Strategy 2017-2022

AWARD’s strategy 2017-2022 was the first robust strategy development process, and it paved the way for an evolved direction for AWARD- the shift to the new strategic approach of working across three levels (Three Pillars) and geographic expansion to Francophone Africa. The relevance of the new strategic approach and geographic expansion was well researched and evidenced. Many have characterized the strategy as ambitious, courageous and an important step towards AWARD’s contribution to transformative change within the ARD sector in Africa. However, with no concrete implementation plan or significant increase in resources to fulfil the ambition of this strategy, achievement of progress was not consistent across the strategy. As the evaluation demonstrates, positive results at the individual level are far more evident than results under the institutional or enabling environment levels. Similarly, while some objectives of operating goals progressed well, some had little or no progression. Overall, the judgement heat map for pillar outcomes and operating goal objectives, only 10% of pillar outcomes made ‘good progress’ and 31% of operating goals objectives made ‘good progress’.

Table 15 Distribution of progress against Pillar and operating goals outcomes

	Good progress	Fair progress	Limited progress	Little to no progress
Pillar outcomes	10%	30%	30%	30%
Operating Goal- objectives	31%	31%	15%	23%

The evaluation suggests that there was insufficient feasibility testing of 2017-2022 strategy, a weakness in the alignment of ambition and resources and no course correction during the strategy, particularly as the expected and required level of resources was not achieved across the three pillars of the strategy.¹³³

Furthermore, despite limited evidence to support this, it appears that the strategy was crafted in isolation of potential strategic partners and stakeholders that would have an interest in its success and indeed who would effectively provide the data to evidence AWARD’s success.

Recommendations

1. Ensure the feasibility of the Strategy 2023-2027, making the assumptions underpinning the strategy explicit and understanding resourcing and capabilities in advance of finalizing the strategy.
2. Give greater focus to strategy implementation, to coherence and alignment of the three pillars and their interconnections, this includes developing and testing the assumptions throughout the strategic cycle. Ensure that resourcing considers the importance of the three pillars being delivered sequentially in particular geographies. Finally, engage all stakeholders, including Country Chapters, in the ToC development to align AWARD’s work at a national and ‘head office’ level.
3. Implement an ongoing strategy management system and process that will enable AWARD to course-correct on an annual basis
4. Reflect on M&E data to measure the effectiveness of the strategy, test its underlying assumptions and generate the data for evidence-based decision making.
5. Communicate success through robust evidence of the strategy’s success widely.

¹³³ Level of funding applied for under each pillar, level of funding achieved – data shared on January 18th, 2023

Conclusion: Strategic Focus of Strategy 2017

As noted above, Strategy 2017-2022 represented an expansion in thematic and geographic scope. AWARD rightly notes scope creep as a key risk in its risk register. The materializing of this risk was noted in feedback from staff in terms of their concerns around lack of focus on AWARD's 'core business' of the Fellowships and in terms of a general lack of clarity around AWARD's strategic focus and niche. However, from results the Fellowships and quality of the Fellowships, have not suffered from this expansion, rather there have been examples of how the Fellowship Alumni's results have been enriched through the inclusion of Francophone program participants and AWARD's focus on the institutional and enabling environment levels. This leads the Evaluation Team to conclude that the thematic and geographic expansions of the 2017-2022 Strategy was a positive move for AWARD, albeit, the achievement of results inconsistent. A further thematic expansion in the 2017-2022 strategy, was AWARD's engagement with the agri-business as part of the GAIA project. This expansion is less well aligned to AWARD's focus and may be viewed as scope creep unless articulated very clearly. Additionally, GAIA was found to dilute AWARD's strategic focus, rather than cement it. As this strategic period can be characterized by trial, proof of concept and expansion, it is perhaps wise to approach the next strategic cycle with a focus on consolidation, building from a robust foundation and segmenting approaches based on their chance of success in the three Pillars by being tactical and strategic in making choices.

Recommendations

1. Reflect on, refine, and clearly define AWARD's strategic focus, niche or value add going forward. This niche/value add should be clearly communicated to all staff and stakeholders and re-iterated in ongoing communications to ensure consistency and avoid individual interpretations.
2. Ensure one of the objectives of the MEL framework is to deliver evidence with regard this value add, what's working and what's not working, and why.
3. Consider the future of the GAIA project in terms of its contribution to strategic focus, similarly, ensure that all activities AWARD carries out, i.e. for-pay training are aligned to AWARD's strategic focus.
4. Consolidation: ensure consolidation of results and learning particularly in relation to institutions as part of the GRARD project. The GRARD partners offer the possibility of ambassadors for AWARD's work at the institutional level, as well as an increased role supporting AWARD to achieve results under Pillar Three.
5. Consider the implications of paid courses, though *only* where there is critical mass of fellows to build out their ability to transform institutions in leadership, by generating excellent science, climate solutions, policy interventions and advice and gender responsive research in institutions with common goals and aspirations.

Conclusion: AWARD's 'core work'

AWARD has established itself as a leader in the capacity development for researchers in the ARD space because of its Fellowships. The evaluation shows notable results for Alumni both in terms of confidence, self-belief, and career progression. However, as the number of actors in the fellowship space, increasing availability of online training, as well as increasing focus within institutions on gender AWARD must ensure continued focus on the quality and relevance of its training. While no major concerns were highlighted within this evaluation as to the quality of training in AWARD Fellowships, some potential areas of concern were noted. These included the finding that capacity strengthening results of training lean more towards gender in agriculture and gender awareness rather than gender responsive research, and a lack of systematic assessment of trainings or learning loops for trainers and

program managers. It was also highlighted that other actors in the space are more well-recognized as experts in capacity strengthening for gender responsive research and are already deploying paid courses which AWARD could learn more from in terms of experiential lessons learned.

Recommendations

1. As part of strategic focus reflection, as noted, ensure reflection and clarity is developed as to AWARD's specific value add in terms of gender responsive research. This should be refined considering the changing ecosystem and addressing a gap within this.
2. Carry out a comprehensive review of the quality of training and trainers in terms of gender responsive research as part of course assessments and refinements based on understanding the needs also at institutional level.
3. Implement a system for ongoing and systematic assessment of the quality of training; training evaluations should be concise, focused and provide meaningful data for AWARD. Assess the availability of online tools, such as survey tools, to provide a more efficient approach to training assessment.
4. Consider development of an AWARD gender conceptual framework and gender responsive research framework in addition to improvements in individual and collective agency already used; develop a corresponding training module that provides tools for both individual and institutional capacity strengthening for gender responsive research.

Conclusion: Institutional and enabling environment engagement

AWARD is well positioned to continue its work at the institutional and enabling environment levels, as noted with a greater focus on consolidation rather than expansion.

For Pillar Two, the GRARD project, served to prove the relevance and effectiveness of institutional engagement, but the evaluation illustrated that important transformational institutional results can be achieved via a critical mass of Alumni in an institution or where there is strong leadership commitment to gender equality. Key enabling factors for institutional change were identified as part of the evaluation in terms of internal positive pressures and external positive pressures. The evaluation also notes the complexity of programming at the institutional level across six GRARD countries, as effective solutions need to reflect the country context. Finally, critical to the sustainability of individual results and contributing to institutional results is the Country Chapter model. Country Chapters were identified as a key area of opportunity for strengthening for AWARD. As shown in this strategic cycle, it has proved more difficult to fund institutional engagement work, albeit, that transformative change is a focus of donors. A key learning in terms of implementation of the new strategic approach is the requirement for a resource mobilization strategy, that responds to these complexities. See Conclusions: Strategy Implementation; Resource Mobilization.

Recommendations

1. Develop a clear ambition and strategically directed approach to institutional engagement and Pillar Two for the 2023-2027 Strategy; this should include both direct institutional engagement (e.g. GRARD) and indirect institutional engagement (e.g. critical mass of fellows), with differentiated results and KPIs for each. Notwithstanding the need to have an overarching outcome and set of SMART indicators which include relevance to gendered frameworks in agriculture for Pillar Two work.
2. Ensure ambition and outcomes under Pillar Two engagement are achievable and in line with AWARD's strategic focus and value add.

3. Consider carrying out a comprehensive baseline study with sub-regional or continental ARD institutions across Africa in terms of gender responsive research. Assess the possibility of a gender focused research institution to support this baseline. Include special emphasis on Francophone institutions to understand their capacities, aspirations, and appetites better.
4. Develop a clear ambition for Country Chapters in terms of the Country Chapter role in delivering AWARD's mission and ToC.
5. Allocate resources to Country Chapter vision, management and coordination or consider opportunities to pump prime them to become independent entities.
6. Assess how AWARD can support the ongoing functioning of Country Chapters; for example what activities can be built into proposals (e.g. exposure visits) and what activities/costs or level of funding Country Chapters should seek to raise independently- provide support to Country Chapters to achieve the latter. How can Country Chapters learn from one another as part of a more vibrant ecosystem of like-minded entities or initiatives across Africa.

While there was limited evidence in the evaluation with regard AWARD's effectiveness under Pillar Three, other findings, such as AWARD's experience, reputation and vast Alumni network indicate that AWARD is well-positioned to continue its work at the enabling environment level, albeit with reduced ambition and greater focus. Rather than increasing scaling, or indeed consolidating under Pillar Three, it may serve AWARD and the wider ARD sector better to be more focused and targeted in AWARD's approach to the enabling environment. This viewpoint is also informed by the recognition of the increased difficulty in funding this type of work and as part of testing feasibility for continuing this work, AWARD should seek out specific donors that have a focus on policy change and ways in which to self-fund this work.

Recommendations

1. Scale back and bring greater focus and clarity to AWARD's ambition under the enabling environment; there should be clear differentiation between institutional environment and enabling environment (national/regional policy and strategy); develop this ambition in line with AWARD's mission and revised strategic focus and in consultation with key strategic partners.
2. Clarity on how to implement Pillar Three against a clear approach or piloting a model.
3. Upskill where necessary in terms of advocacy and influencing to support the achievement of work under Pillar Three. This resource should also support Country Chapters with guidance/tools in terms of influencing positive change.
4. As part of the resource mobilization strategy, develop a particular approach for Pillar Three, including donors and types of funding required.

Conclusion: Governance and legal status

AWARD's legal status and current hosting at ICRAF is of key concern. An analysis of the hosting arrangement was not within the scope of the evaluation, however the positive and negative implications of this hosting arrangement emerged throughout the evaluation, most commonly in terms of AWARD's ability to access funding, the need for AWARD to be more localized, the gains in terms of efficiency and operational support and in its broadest sense, in relation to AWARD's journey from its inception, to program and the vision of AWARD as an organization. There are pros and cons to this hosting arrangement, though perhaps more importantly are the opportunities and risks, especially in terms of the funding landscape and the broader ARD sector in Africa. Due to critical nature of this issue, it is our view that once AWARD's strategic direction is clear for Strategy 2023, that the

right skills are employed to carry out a robust analysis of AWARD's legal status and potential options, and a decision made as a matter of priority.

Recommendations

- Carry out a robust analysis of AWARD's legal status, including potential options for the future, identifying key opportunities, risks, and trade-offs.
- AWARD to decide on the future of its legal status within one year.

Conclusion: Operations

The team in AWARD has proven itself to be competent, capable, and achieving a great deal for the level of resources that exist. Indeed, the questions have arisen to ask if the team is overstretched. Resource gaps have been identified as part of this evaluation, in terms of gender expertise and MEL. There may, however, be additional resources needed for Strategy 2023, as will be identified in an operational plan e.g. resource mobilization, dedicated partnerships strategy. Additionally, there are areas of operations, that would benefit from a more structured approach and clearer systems and processes. The recommendations below speak to potential improvements in terms of:

Strategy implementation

1. Develop a strategy implementation/operational plan; this does not have to be an exhaustive document, rather the leaner and more user-friendly the better. It should clearly detail the ambition of the strategy, how it will be measured, key activities to get there and their sequencing, and estimated financial and human resources to achieve it. This strategy should be created inclusively through involving beneficiaries of AWARD as part of the process including Country Chapters, Trainees, Mentors, Fellows, Fellow mentees, OPF, GAIA, GRARD, and GRASP, key institutions, as well as close friends and advocates.
2. Ensure that the team is structured correctly with the appropriate competencies to deliver on the strategy and learn from what is working and not from the outset.

Resource mobilization

1. Develop a resource mobilization strategy; while it should have overarching goals and approaches, it should also be broken down by pillar. It should speak to a revised business model for AWARD, for example one which includes donor funding (institutional, trust and foundations, philanthropy- both international and African), income generation through for pay-products and potentially innovative partnerships with institutions that will provide AWARD with an income stream and develop stronger linkages with NARS.
2. Once the strategy is developed, identify the skills and organizational capabilities needed to deliver the resource mobilization strategy. Some key enablers for organizational resource mobilization to consider are:
 - a. Clear value proposition
 - b. Visibility and profile
 - c. Track record and evidence of ability to deliver/ technical capacity; organizational capacity statements
 - d. Strong and robust processes to ensure quality
 - e. Knowledge of donor requirements and ability to fulfil compliance requirements
 - f. Processes, tools, and systems to support access and management of funding e.g.:
 - i. Donor engagement- relationship management critical
 - ii. Effective proposal development process; scanning, go-no-go tool, proposal development, robust budgeting, partner engagement, submission

- iii. Approach to consortia bidding
 - iv. Cost recovery policy
 - v. Systems: MIS, income planning, pipeline management, income KPIs.
3. Ensure that the forecasting for resourcing is appropriate, benchmarked and highlights AWARDs value proposition against its competitors and other players, to justify what it delivers and for whom.

Human resources

1. As part of operational planning, identify key skills and capacities AWARD will need to deliver strategy 2023, at leadership and staff level.
2. Address organizational culture as part of Strategy 2023, identify key shifts needed. As a baseline, carry out a staff engagement survey/process in 2023.
3. Build the confidence of staff to embrace uncertainty and change and to be aware of the external landscape as well as what AWARD is doing by encouraging them to attend meetings and conferences and panels to communicate AWARDs work and market AWARD simultaneously.
4. Identify how to use high profile AWARD Alumni.

Partnerships

1. Once the strategic goals are developed, identify what types of partnerships AWARD will seek out to support the delivery of the strategy. Partnerships can support AWARD to deliver overall impact, scale, influence, and income.
2. Develop a partnership strategy to achieve these aims.
3. Develop a partnership policy and guidelines/tools to support the management and engagement of partners.
4. Update the MIS system to support partner management (Customer Relationship Management).
5. Allocate resources and build skills where necessary for partner engagement and management.
6. Consider increasing the level of engagement with national, regional, and continental bodies as part of the revised approach to partnership, to support AWARD's positioning and potential influence in the sector.

Measuring Performance; Strategy performance, MEL and Knowledge Management

1. Develop and implement a strategy performance management system that ensures measurement, management and adaptation of strategy as needed. This will include, at minimum, organizational level indicators for programmatic and operational results.
2. Develop and implement a robust reporting process (ideally across donors) which ensures usefulness of strategy performance data and enhances transparency and accountability to all relevant stakeholders. Consider how much of this can be digitalized to drive efficiencies in data collection and capture and make surveys an automated process and a compulsory expectation of Fellows, Training participants, mentors etc.
3. Develop a program MEL system that is linked to the strategy performance management system. The MEL system should clearly address:
 - a. Its purpose and scope- set clear boundaries consistent with capacity building
 - b. The levels at which data will be collected e.g. project, pillar, organizational
 - c. Approach to contribution and aggregation rather than attribution
 - d. Stakeholder engagement e.g. will Alumni/Country Chapters have a role in MEL
 - e. Linkages to other processes e.g. knowledge management, communications, reporting
 - f. M&E strategy, policy and key tools, dedicated management and resourcing, relationship with communications

- g. Learning: learning framework- what are the key organizational learning questions, what methods will be used to address these questions
4. The Evaluation Team suggests that AWARD gives primacy to establishing robust MEL and approaching KM in a very targeted way in Strategy 2023. This could be limited to systems development to ensure effective information management and sharing as the key project for the next strategy under KM. As a first step, it would be useful for AWARD to clearly define its understanding of KM and its relationship with MEL and internal/external communications.

External communications, engagement, brand, and visibility

1. Reflect on brand and positioning as part of the strategic focus review as mentioned above.
2. Conduct a thorough review of comparator organizations as part of the strategy development process, including identifying opportunities for greater alignment with, and engagement in, the ecosystem.
3. Develop brand in line with revised strategic focus and identify the key approaches and channels that brand will be embedded in internal and external communications.
4. Carry out a review at team level of the communications strategy and its implementation, consider developing a more detailed and focused communications operational plan, that clearly identifies key audiences and channels for their engagement.
5. Develop and implement an Alumni engagement strategy- this can be a very light document that outlines why AWARD and Alumni want to maintain engagement, what the needs of both are, how this engagement supports the delivery of AWARD's strategy, and what activities will be carried out to support the development of a vibrant network of AWARD Alumni globally.
6. Carry out a review and strengthen management of AWARD's data base- develop an ongoing efficient process to ensure data is up to date. Ensure responsibility is allocated for data base management.

Annex

Annex 1: Detailed Methodology

Adjustments made in the Inception Phase, as agreed in the Inception Workshop September 16th, 2022

- a. Adjustments to the timeline both by extension and delaying some elements to fit with other commitments during the period. The final end date of the project became January 13th, 2023 and included a slight delay in the project commencement as a result of developing additional tools based on the quantity and depth of the M&E data available, an extension to the timeline for the external survey based on a much larger sample size and recognized challenges to chasing and reminding people to respond. Furthermore, an extended data collection period ensued, and the requested face to face workshops and draft results discussion workshops were changed.
- b. There were significant changes in the selection and number of external survey participants and how they were selected. The AWARD initiative provided a long list of potential survey respondents (>400 participants), which was shortlisted by cleaning the list to remove duplications and missing contact details and to focus on those individuals who were predominantly from the three programmatic pillars of the strategy. Other participants outside the main strategy were not selected. From the available long list, 282 participants were selected from key cohorts of candidates, including AWARD Fellows, training participants, Mentors, and Fellow Mentees, to provide a 95% confidence interval and 5% error. The response rate threshold was placed at a target rate of 65% to ensure the accuracy of collective insights.
- c. A new internal survey was created to ensure clarity between external participants to AWARD’s program and the internal team designing and delivering and overseeing the programs. The internal group included AWARD staff and Steering Committee members.
- d. The original scope for the evaluation included face-to-face emerging findings validation workshops, but these were substituted with Evaluation Team attending the AWARD’s Annual Review and Planning Workshops in Nairobi, Kenya, in the week of November 14th-18th, 2022, due in part to the delays in the timeline for data collection. At this workshop, additional perspectives were collected, and very early findings from the available data collected were shared. Draft findings workshops were conducted online on December 14th and 15th, 2022, with AWARD management and the broader staff to validate the findings.

DATA COLLECTION ACTIVITIES:

Internal Survey

The Qualtrics internal survey (Appendix 1 – AWARD Internal Survey) administered to staff and Steering Committee members collected insights on operational performance, program and strategy implementation, challenges, successes, and learnings. The survey included closed and open-ended questions. The internal survey response rate was 94% and was open for 24 days, results were anonymized. Data was cleaned, full responses were analyzed, and no duplicates were identified.

Table 16 Breakdown of population and respondents to internal survey

Stakeholder Group	# Respondents	Population
AWARD Staff	22	24
AWARD Steering Committee	10	10
Total	32	34

External Survey

The Qualtrics external survey (Appendix 2 - AWARD External Survey) administered to past participants of AWARD programs, including AWARD Fellows, training participants, Mentors, and Fellows’ Mentees, collected perceptions on: the experience of past participants; individual capacity and career progression; gender-responsive research delivery; and institutional successes, gaps, and barriers. The survey also assessed unmet needs, the effectiveness of interventions, direct and indirect outcomes, and the AWARD value proposition. The survey included both closed and open-ended questions.

A stratified sampling approach selected 282 individual survey respondents from key categories of stakeholders to ensure a proportionate representation and random selection within these groups. The response rate was 65%, with a 5.7% email bounce rate. The external survey ran for 29 days, with continuous email and telephone reminders.

Table 17 Stakeholder breakdown of final respondents for the external survey

Stakeholder Group	# Respondents
Training Participant	24
Fellows	69
Fellows’ Mentees	17
Mentors	72
Total	182

Table 18 External Survey Respondent Stratification

Variable	Grouping	Rationale
Relationship to AWARD	AWARD Training Participant	Respondent only participated in specific AWARD training
	Fellow/Laureate Candidate	Any respondent who may have engaged with AWARD is considered as a Fellow, as well as in other engagements (Fellow’s Mentee, Mentor), but did not proceed also to be a mentor
	Fellow’s Mentee	Any respondent who was a fellow’s mentee but may also have participated in specific AWARD training
	Mentor	Any respondent who checked being a mentor irrespective of the other relationships they may have had with AWARD

Virtual Key Informant Interviews

Twenty-three virtual key informant interviews were conducted from a list provided by AWARD, in English or French by Zoom or MS Teams with wider ecosystem stakeholders. This represented 77% of those approached, including no-shows to the interviews. The objective was to record qualitative insights from key stakeholders. The interviews were guided by key informant interview guides tailored by stakeholder category (See Appendix 3). Interviews were transcribed and analyzed manually.

Table 19 Stakeholder Breakdown of virtual KII respondents

Stakeholder Group	Number of Respondents
Past staff and Steering Committee members	3 (4*)
Donor representatives	4
Institutional leaders (GRARD, AST)	6
A-Team Trainers	4
Regional and subregional organizations	4
Other (Independents, Host Institution)	2
Total	23 (24*)

*NB: One respondent was interviewed in two different sessions. The total number of individuals interviewed was 23 interviewees

Country Visits

In-country deep-dive field visits in Kenya, Malawi, Ghana, and Nigeria were carried out in October 2022. Countries were selected by AWARD in the TORS and reflected diversity in the experience, success, and engagement with AWARD. The field visits were facilitated by AWARD and institutional representatives in the country. A Consultant hired by AWARD also accompanied the independent evaluators. See Annex 2 for a detailed list of institutions visited in country.

Table 20 Stakeholder and Country breakdown of participants engaged in Country Visits

	Categories of participants interviewed	Ghana	Kenya	Malawi	Nigeria	Total
KIIs	Fellows	6	10	7	9	32
	Fellows' Mentees	0	1	4	0	5
	mentors	1	2	8	1	12
	Country Chapter leaders	1	2	5	1	9
	Institutional leaders	1	0	0	0	1
	GRARD institutional leaders	2	1	0	1	4
	A-Team	1	2	1	1	5
	SC (former & current)	1		0	1	2
	GAIA	0	0	1	0	1
FGDs	Mix of fellows + Mentors/ Fellows only	-	-	-	-	39
TOTAL		15	20	28	16	79

*Many interviewees had multiple hats (such as a former fellow's mentee who became a fellow and then a mentor; or a fellow who became a mentor, an institutional leader, and a Steering Committee member, etc.). A specific tool for their prime category was used for the interview, even if the individual drew from various experiences to answer the questions

M&E Research

M&E data was captured through an Excel tool. Also examined were the areas of Finance, Program reach, and information on Partnerships. Analysis was conducted on planned vs. actual expenditure, donor engagement, and the number and formality of partners within the strategic period. Desk research was guided by the evaluation questions linked to the Evaluation Matrix (Appendix 4). A list of consulted documents is available in Annex 4. Additional data regarding pertinent aspects of program reach, funding proposals, and communications reach was requested before finalizing the report; the collection tool for this is provided in Appendix 5 and 6.

The data collected by the Evaluation Team was cleaned and organized before being analyzed, and the approach to this is included in Annex 7.

Landscape Analysis

A light-touch review of the current African with macro sector trends in Women's Equality in Africa, Language and Geography, Megatrends in the Agriculture and Food Systems Sector, climate change, and the importance of STEM work and capabilities was undertaken to provide context for the findings. A few examples of where learnings can be derived are also shared by complementary organizations. The macro-trends analysis is in Appendix 7.

The donor scan looked at broad and relevant funding trends, as well as a deeper analysis of six international donors: Swedish International Development Agency (SIDA), Global Affairs Canada (GAC), International Fund for Agricultural Development (IFAD), IKEA Foundation, Carnegie Corporation of

New York (CCNY) and Co-Impact. The donors were selected in discussion with the Working Group to explore potential new funding streams, representing bilateral donors and foundations (See Appendix 7).

The similar organization scan mapped mission, vision, strategy, value proposition, and expertise across 17 non-degree-awarding organizations operating in the same space as AWARD with similar impact pathways to feed into the analysis of AWARD’s Coherence. These included: African Doctoral Dissertation Research Fellowships, African Food Fellowship, Alliance for a Green Revolution in Africa’s Centre for African Leaders in Agriculture (AGRA CALA), Mastercard Leadership Fellowship, Arab Women Leaders in Agriculture (AWLA) Fellowship, Rockefeller Acumen Food Systems Fellowship, Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) skills training courses, GREAT, GAAP2, Organization for Women in Science for the Developing World (OWSD), Mastercard Leadership Program, Lead Africa Now, Lead(H)er Fellowships from Youth Opportunities Hub, Regional Scholarship and Innovation Fund, and the Women Earth Alliance Fellowship. These comparator organizations were also selected through a collaborative decision between AWARD’s Working Group with guidance and input from the Evaluation Team. A fully referenced report of the similar organization analysis is available in Appendix 7.

It is undoubtedly the case that during the forward strategy process, AWARD will benefit from undertaking much more detailed research and benchmarking in the preparation of the new strategy and understanding competitors in the discussion on whether AWARD may wish to establish itself as an independent legal entity and the inherent trade-offs to be considered.

Annex 2: Descriptive Analysis of Stakeholder Groups

Table 21 Descriptive analysis of stakeholder groups

Stakeholder Group	Engagement	Descriptive analysis
AWARD Training Participant	Country visits External survey	Respondents who have participated in AWARD Training Courses as their only engagement with AWARD. Training participants may have engaged with for-pay training courses as well, though this was not explicitly targeted.
Fellow / Laureate Candidate	Country visits External survey	Participants who have engaged with AWARD through the fellowship program. This will also apply to Fellows who have become Fellow’s Mentee, but not a Mentor.
Fellow Mentee	External Survey	This refers to any respondent who was a fellow’s mentee. Fellow’s mentees may have also participated in AWARD training in addition.
Mentor	External Survey	Any participant who has engaged with AWARD as a Mentor has been categorized as such; mentors may also therefore have engaged in training courses or as a fellow, though Mentor has been considered their primary engagement.
Staff	Internal Survey AWARD Stakeholder Workshops in Nairobi	All AWARD Staff across all departments, as of October 2022
Steering Committee	Internal Survey AWARD Stakeholder	Members of the AWARD Steering Committee, as of October 2022

Stakeholder Group	Engagement	Descriptive analysis
	Workshops in Nairobi	
A-Team Trainers	Online KIIs Country visits	African Trainers Embracing AWARD's Mission: The roster of trainers that deliver AWARD's training program
Advanced Scientific Training Institutions	Online KIIs	
Donors	KIIs AWARD Stakeholder Workshops in Nairobi	Representatives of donor organizations that have provided grants in the 2017-2022 period
Former Staff and Steering Committee	Online KIIs	Select former members of AWARD's Steering Committee and staff who contributed to the evaluation in order to situate AWARD's strategy in historical context.
GRARD Institutions	Country visits Online KIIs	Institutions engaged directly under AWARD's GRARD (Gender Responsive Agricultural Research and Development) program, under Pillar Two. These are: <ul style="list-style-type: none"> - Ethiopian Institute for Agricultural Research (EIAR) - Council for Scientific and Industrial Research, Ghana (CSIR) - Federal University of Agriculture, Nigeria (FUNAAB) - Pwani University, Kenya - Nelson Mandela Agricultural Institute for Science and Technology, Tanzania (NMAIST) - Lilongwe University of Agriculture and Natural Resources, Malawi (LUANAR)
Host Institution	Online KIIs	This refers to CIFOR-ICRAF as the institution hosting AWARD legally.
Regional and Sub-Regional Organizations	Online KIIs	Relevant regional organizations on the African continent that form part of the ecosystem within which AWARD works, including universities, agricultural research institutes, science granting councils, multilateral organizations. Regional organizations are often engaged with at a policy and advocacy level, where sub-regional organizations (SROs) have governmental links.
Independent Consultants	Online KIIs	Individual independent consultants who were engaged with AWARD in its early stages, and supported contextualization of the 2017-2022 Strategy
Institutional stakeholders	AWARD Stakeholder Workshops in Nairobi	Key stakeholders identified by AWARD and invited to the November Stakeholder Workshops. These refer to supportive stakeholders from universities, government departments, international organizations, and research institutes.
Steering Committee Nominees	AWARD Stakeholder Workshops in Nairobi	Individuals nominated to AWARD's Steering Committee as of November 2022, invited to stakeholder workshops in Nairobi

Annex 3: Detailed List of Institutions Visited

Table 22 List of institutions visited in fieldwork

Country	Institution
Ghana	Council for Scientific and Industrial Research (CSIR)*
	Forum for Agricultural Research in Africa*
	CSIR College of Science and Technology / University of Cape Coast
	GhaWARD
	Ghana Communication and Technology University
	Graduate Center for Innovation and Entrepreneurship
	University of Ghana
Nigeria	Federal University of Agriculture, Abeokuta*
	Olusegun Agagu University of Science and Technology, Okitipupa
	University of Energy and Natural Resources (UENR)
	University of Lagos
	NiWARD
	Obafemi Awolowo University
	Ladoke Akintola University of Technology
	Nigeria Institute for Palm Oil Research
	Federal University of Dutse
	Federal University of Technology, Akure (FUTA)
	International Institute of Tropical Agriculture (IITA)
Malawi	Ministry of Forestry & Natural Resources
	Lilongwe University of Agriculture & Natural Resources (LUANAR) Bunda Campus
	Lilongwe University of Agriculture & Natural Resources (LUANAR) NRC Campus
	NEPARD Fish NODE, LUANAR
	Self Help Africa Malawi
	Heifer International Malawi
	Executive Director Impact Centre for Economic Empowerment & Dev't
	ICRAF-CIFOR at Chiteze Malawi
	Independent consultants
	Airtel Malawi
	USA Peace Corps Malawi
	Give Direct
	Malawi University of Science & Technology (MUST)
	Kenya
AWARD	
Meteorology Department	
Kenya Agricultural & Livestock Research Organization (KALRO)-	
BUSARA	
African Centre for Technology Studies (ACTs)	
University of Nairobi Chiromo Campus	
TEGEMEO Institute of Agricultural Policy Research, Egerton University	

Country	Institution
	Global Alliance for Veterinary Drugs- Nairobi
	Real Organic Limited
	Independent Consultant
	KALRO*
	University of Nairobi Kabete Campus, Faculty of Agriculture, Plant Sciences and Crop Protection Department
	International Livestock Research Institute Nairobi (ILIRI)
	Egerton University
	Equity Bank Kenya
	IGAD in Djibouti
	Makerere University
	Pwani University Kenya
	Independent Consultants

**NB: select institutions were visited physically by data collectors. Other institutions are the institutional affiliations of participants in country.*

Annex 4: Stakeholder Mapping Decision

As per correspondence between the AWARD Evaluation Working Group and the Evaluation Team on October 11th 2022, the agreed approach and changes to sampling included:

“We agreed to;

1. Exclude former Steering Committee members and trainers from the survey and instead include them as key informants.
2. Collapse all the strata for the fellows for the different fellowships into one group.
3. Collapse all the mentors for the different fellowships into one group.
4. Only consider GRARD training participants since the other training programs don't have a strong link to the AWARD ToC. The groups excluded are GRASP, For Pay , Special Programs, Other events and Training of Trainers.
5. Exclude GAIA participants from the survey and target them as key informants.
6. Exclude duplicates for the data set (see attached the cleaned dataset).
7. From the total number of 948, we selected a sample of 281 (using Taro Yamane, 1967) and distributed the sample equally across the three groups as tabulated below.”

Table 23 External survey purposive sampling agreement

Description of Respondents	Population	Proposed Sample
Fellows - EIAR, Pan African, One Planet and ICWAE Cohort 1 fellowships	215	94
Mentors - EIAR, Pan African, One Planet and ICWAE Cohort 1 fellowships	210	94
Training Participants - GRARD	523	94
Total	948	281

Annex 5: List of Consulted Documents for M&E Desk Research

7 Years Government Program: National Strategy for Transformation (NST1) 2017-2024, Republic of Rwanda

African Union Climate Change and Resilient Development Strategy and Action Plan (2022-2032), African Union

Agenda 2063 The Africa We Want - First Ten-Year Implementation Plan 2014-2023, The African Union Commission

Agricultural Economics Research Strategy (2016-2030). Ethiopian Institute for Agricultural Research

Agriculture Gender Strategy, 2010, Ministry of Agriculture and Animal Resources, Republic of Rwanda

Agricultural Sector Gender Policy, 2013, Agricultural Sector Coordination Unit, Republic of Kenya

Annual Report 2019-2020, National Agricultural Research Organization, Uganda

Boosting Investment in Agriculture Research in Africa: Building a Case for Increased Investment in Agricultural Research in Africa, 2022, African Union Building Gender Research Capacity for Non-Specialists: Lessons and Best Practices from Gender Short Courses for Agricultural Researchers in Sub-Saharan Africa, 2020, Margaret Najjingo Mangheni, Hale Ann Tufan, Brenda Boonabana, Peace Musiimenta, Richard Miiro & Jemimah Njuki

Catalyzing Innovations - Our Strategic Plan 2018-2027, Conseil Ouest et Centre Africain pour la recherche et le développement agricoles/West and Central African Council for Agricultural Research and Development (CORAF)

Client Service Charter, Lilongwe University for Agriculture and Natural Resources (LUANAR)

Climate Change Adaptation Strategy, Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA)

Climate Research for Development in Africa - Program Strategy (2019-2023), Climate Research for Development Secretariat

Economic Recovery & Growth Plan 2017-2020, Ministry of Budget & National Planning Federal Republic of Nigeria

Enhancing African Innovation Capacity for Agricultural Transformation – FARA’s 2014-2018 Strategic Plan, Forum for Agricultural Research in Africa (FARA)

Gender and Agriculture, 2017, Gender Monitoring Office, Republic of Rwanda

Gender and Agricultural Development Strategy II (GADS II), 2015, Ministry of Food and Agriculture, Republic of Ghana

Ghana’s STI for SDGs Roadmap, 2021, Ministry of Environment, Science, Technology and Innovation and Science and CSIR Technology Policy Research Institute, Ghana

Growth and Transformation Plan II (2015-2020), Federal Democratic Republic of Ethiopia National Planning Commission

Kenya Vision 2030, Government of Republic of Kenya

Life of Strategy Report, 2022, Alliance for a Green Revolution in Africa (AGRA)

Long-term National Development Plan of Ghana (2018-2057), Government of Republic of Ghana National Development Planning Commission

Malawi 2063 First 10 Year Implementation Plan 2021-2030, Government of Malawi National Planning Commission

Malawi Vision 2063, Government of Malawi National Planning Commission

Medium Term Plan 2014-2017, Food and Agriculture Organization

Medium Term Plan 2018-2021, Food and Agriculture Organization

National Development Plan 2017-2021, Republic of Zambia Ministry of National Development Planning

National Development Plan 2021-2025, Ministry of Budget & National Planning Federal Republic of Nigeria

National Gender Policy, 2015, Government of the Republic of Malawi

National Gender Policy, Ministry of Gender and Family Promotion, Republic of Rwanda

National Gender Policy, Ministry of Gender and Child Development, Republic of Zambia
National Gender Policy in Agriculture, 2019, Federal Ministry of Agriculture and Rural Development, Republic of Nigeria
National Policy on Gender and Development, Government of Republic of Kenya
National Strategy for Gender Development, United Republic of Tanzania Ministry of Community Development, Gender and Children
Partnership Strategy, World Agroforestry Centre (ICRAF)
Scoping Study of Gender-responsive Agricultural Services for Rural Poverty Reduction in Africa, 2015, Forum for Agricultural Research in Africa (FARA) and African Forum for Agricultural Advisory Services (AFAAS)
Strategic Plan 2017-2021, Kenya Agricultural & Livestock Research Organization (KALRO)
Strategic Plan 2019-2025, Tanzanian Agricultural Research Institute (TARI)
Strategic Plan 2020-2024, Council of Scientific & Industrial Research, Ghana (CSIR)
Strategic Plan 2020-2029, Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA)
Strategic Plan 2021-2025, Federal University of Agriculture, Nigeria (FUNAAB)
Strategy & Implementation Plan 2016-2063, Food Agriculture and Natural Resources Policy Analysis Network (FRANRPAN)
Strategic plan for developing the agrarian sector, 2011, Republic of Mozambique
Strategy and Results Framework 2019-2028, Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA)
Strategy Overview for 2017-2021 Inclusive Agricultural Transformation in Africa, Alliance for a Green Revolution in Africa (AGRA)
Strategic Plan (2019-2028), Forum for Agricultural Research in Africa (FARA)
Tanzania Development Vision 2025, United Republic of Tanzania Planning Commission
Transforming our world: the 2030 Agenda for Sustainable Development, United Nations General Assembly
The Agriculture Promotion Policy 2016-2020, Federal Ministry of Agriculture and Rural Development, Federal Republic of Nigeria
The CAADP Results Framework 2015-2025, African Union Commission and NEPAD Planning and Coordinating Agency
The National Agriculture Policy 2012-2030, Ministry of Agriculture and Co-operatives, Republic of Zambia
Uganda Vision 2040, Government of the Republic of Uganda

Annex 6: Agreed Approach to Data Cleaning, Organization, and Analysis

Cleaning:

- Partial responses removed (as identified by Qualtrics)
- Removal of duplicate entries; duplicates identified by automated scan by Excel, reviewed and in two cases duplicates self-identified by respondents were removed
- Quality Assurance and correction (where special character text entries were distorted in the export of data to Excel)
- Translated: French responses were translated, reviewed and included into the dataset in English (online survey only)
- KII notes were cleaned by cross-referencing notes from multiple team members who attended interviews.

Organization

- Data was analyzed by stakeholder group:

- External Survey: by Fellow / Laureate Candidates, Fellow Mentees, Training Participants, and Mentors
- Internal Survey: by staff member or Steering Committee member
- Virtual KIIs: by stakeholder group: Past staff and Steering Committee members, Donor representatives, Institutional leaders (GRARD, AST), A-Team Trainers, Regional organizations, Other (Independents, Host Institution)
- In-country KIIs and FGDs were grouped by stakeholder group; some respondents wore multiple hats: A specific tool for their prime category was used for the interview, even if the individual drew from various experiences to answer the questions
- Survey data was weighted by a Likert scale, with “Don’t Know” responses removed for clarity and to avoid numerical bias to data.

Analysis:

- Both the internal and external survey were analyzed using Excel
- Survey open-ended question qualitative insights were manually captured and analyzed, grouped by trends and sub-trends specific to the question, and triangulated across team members.
- Virtual KIIs were analyzed via manual trend grouping, focusing on key strengths, key weaknesses, and key issues across stakeholder groups. Trends were identified on an inductive basis.
- In-country KIIs and FGDs were analyzed by grouping trends manually.
- Insights were triangulated across data sources between team members to identify reinforced themes as well as inconsistencies.

Annex 7: Gaps identified in Emerging Findings, Agreed Response

During the emerging findings workshops held with management on December 14th 2022 and with all staff on December 15th 2022, AWARD management were given the opportunity to identify key gaps, and the Evaluation Team developed an approach to responding to said gaps. Below are the identified gaps and agreed responses.

Table 24 Gaps identified in emerging findings, agreed response

Gap Identified by Management in Emerging Findings Workshops	Evaluation Team Approach to Meet Gaps
Additional understanding needed of the Francophone lens, variation by Anglophone/Francophone	Evaluation Team to disaggregate external survey data by Francophone/Anglophone where applicable. Additional section of report added (though with important caveat: as this was not a focus as per the ToR, no specific tools were drawn up for the evaluation and the Evaluation Team did not see a clear articulation of the bi-lingual model)
Data disaggregation by sex	Evaluation Team disaggregated relevant survey data by sex
Reflections on GAIA	Greater attention to GAIA given in the effectiveness section, and in strategic issues.
Greater level of data	More data shared within the report, particularly with regards to Pillar One
Clarification on gender capacity within AWARD	Greater gender analysis included in the report with reference to key frameworks Review of data regarding capacity

Further reflections on AWARD’s positioning in the landscape	Additional data, analysis and reflections elaborated in the report.
Further results on gender responsive research under effectiveness	Further elaboration in the report on gender effectiveness Reflections on OPF expansion with regards to gender responsiveness Disaggregated data – see above
WE and gender transformation impact	Greater reflection on appropriate gender equality and transformation frameworks within relevant sections of report Additional attention to unintended outcomes within MSC analysis

Annex 8: AWARD’s Partnerships

Table 25 AWARD’s partnerships by owner, objective, and type

Name of Partner	What team holds this relationship?	Objective of Partnership	AWARD Partner Type*
African Academy of Sciences	Communications	Co-convene a continental forum	Strategic
The Conversation Africa	Communications	Enhance capacity of AWARD Fellows to write for media	Project-based
PASET-RSIF (ICIPE)	Communications		Project-based
University of Embu	Communications		Project-based
Rockefeller Foundation	Communications	Food Systems Vision Prize-selection and promotion	Project-based
Second Muse	Communications	Supporting the Rockefeller Food System Vision Prize	Project-based
FARA	Communications/Programs		Strategic
AATF	Directorate		Strategic
CORTEVA	Directorate	Science policy and advanced science training	Strategic
CCARDESA	Directorate	Strategic as subregional	Strategic
ASARECA	Directorate	Strategic as subregional	Strategic
FANRAPAN	Directorate	Strategic as subregional	Strategic
World Agroforestry	Directorate/OAF	Legal status, resource mobilization and tax incentives, operational efficiencies in HR, Finance, Procurement matters. Previously, entry point to "Preferred Service Provider to the CGIAR"	Strategic
African Agribusiness Incubators Network (AAIN)	Directorate/Programs		Strategic
Central & West African Virus Epidemiology (WAVE)	Directorate/Training		Strategic

Name of Partner	What team holds this relationship?	Objective of Partnership	AWARD Partner Type*
The Regional Universities Forum for Capacity Building in Agriculture (RUFUROM)	Directorate/Training		Strategic
iCRA	Programs	Training design and delivery	Project-based
CORAF-WECARD	Programs	Resource mobilization	Strategic
John Innes Centre	Programs	AST	Strategic
University of Edinburgh/CTHLGH	Programs	AST	Project-based
Agropolis Fondation	Programs	Scientific mobility	Project-based
Stellenbosch University	Programs	AST	Strategic
CGIAR/One CG	Programs	Training design and delivery, training of trainers	Project-based
CGIAR at large (all CG centers)/One CG	Programs	AST/Short Courses	Project-based
African Doctoral Academy	Programs	AST/Short Courses	Project-based
Tegemeo	Programs	Institutional engagement	Strategic
KALRO	Programs	Institutional engagement	Strategic
EWARD	Programs	Institutional engagement	AWARD Country Chapters
LiWARD	Programs	Institutional engagement	AWARD Country Chapters
MAWARD	Programs	Institutional engagement	AWARD Country Chapters
MozAWARD	Programs	Institutional engagement	AWARD Country Chapters
NiWARD	Programs	Institutional engagement	AWARD Country Chapters
TanzAWARD	Programs	Institutional engagement	AWARD Country Chapters
UGAWARD	Programs	Institutional engagement	AWARD Country Chapters
WAFS	Programs	Institutional engagement	AWARD Country Chapters
ZaWARD	Programs	Institutional engagement	AWARD Country Chapters
KeAWARD	Programs	Institutional engagement	AWARD Country Chapters
GHAWARD	Programs	Institutional engagement	AWARD Country Chapters
International Vaccinology and Veterinary Network (IVVN)	Programs/AWARD Country Chapters	AST	Project-based
South Africa National Research Foundation	Programs/Training	AST/Conference/Training	Project-based
TARI	Programs/Training	GRARD Institution	Project-based
EIAR	Programs/Training	GRARD Institution	Project-based

Name of Partner	What team holds this relationship?	Objective of Partnership	AWARD Partner Type*
Pwani University	Programs/Training	GRARD Institution	Project-based
Mekelle University	Programs/Training	GRARD Institution	Project-based
LUANAR	Programs/Training	GRARD Institution	Project-based
FUNAAB	Programs/Training	GRARD Institution	Project-based
CSIR	Programs/Training	GRARD Institution	Project-based
NMAIST	Programs/Training	GRARD Institution	Project-based
ENREAL, Kenya	Training	Strategy development, capacity building of unit, training collaboration	Project-based
Training Resources Group, USA	Training	Training design and delivery, training of trainers	Project-based
U-Facilitate, USA	Training	Training design and delivery, training of trainers, trainers sourcing	Project-based
JVR, South Africa	Training	certified training materials supply, training design and delivery	Project-based
Prof Deborah Kolb	Training	Training design and delivery	Project-based
KIT	Training/Programs	Training design and delivery	Project-based
YPARD			Strategic
WIPO			Strategic
CGIAR GENDER Platform		Training design and delivery, training of trainers	Strategic
GREAT		Institutional engagement	Strategic

*Categorized by the Evaluation Team based on details of relationship provided

Annex 9: Glossary of Key Terms

Advanced science training

Training courses in advanced science skills, delivered through research placements in international research centers.

Alumni

A critical mass of researchers, research leaders, and other development actors committed to AWARD's Mission, having engaged with AWARD programs since inception.

AWARD trainer

Trainers selected, tested, and trained by AWARD to deliver the AWARD Training courses independently.

Country chapters

Country-level networks of AWARD Alumni, fellows, mentors, fellows' mentees, and other individuals interested in driving gender and agricultural research and development agenda. There are 11 AWARD Country Chapters¹³⁴

Fellow, Laureate, Fellow mentee and mentor

¹³⁴ Ghana (GhaWARD), Nigeria (NiWARD), Zambia (ZaWARD), Rwanda (Rwanda AWARD), Ethiopia (EWARD), Uganda (UgAWARD), Kenya (KeWARD), Tanzania (TanzaWARD), Malawi (MaWARD), Mozambique (MozAWARD), Senegal

Table 26 Fellowship term definitions by fellowship type

Flagship Fellowship Pan African Fellowship GRASP Fellowship	One Planet Fellowship
Fellow <i>Individual selected for a Fellowship (may be junior or senior scientist)</i>	Laureate Candidate <i>High potential African agricultural researchers with a focus on climate change, chosen for the OPF</i>
Mentor <i>Voluntary senior professional matched with Fellow to provide mentoring</i>	Mentor <i>Voluntary senior professional matched with Laureate Candidate to provide mentoring</i>
Fellow's Mentee Fellows' Mentees (pl) <i>Junior women scientists mentored by an AWARD Fellow in the second year of the Fellowship</i>	Learning partner <ul style="list-style-type: none"> • African learning partner • European learning partner <i>Young emerging scientists selected by Laureate Candidates for mentoring partnerships (Laureate Candidates select one African and one European partner)</i>

Gender

Describes the socially constructed roles and responsibilities of men and women and boys and girls, which may vary over time and by location. These may differ across societies, cultures and families.

Gender analysis

A systematic study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision making powers etc. between women and men (European Commission, 2004). A gender analysis begins with the collection and analysis of sex-disaggregated data (i.e. information that is collected and presented separately on men and women). Women and men often perform different roles, leading to different experiences, knowledge, talents and needs. Gender analysis explores these different roles and experiences so that policies, programs and projects can identify and meet the different needs of women and men. Gender analysis also facilitates the strategic use of distinct knowledge and skills possessed by women and men.

Gender Awareness

Refers to: A general understanding that there are socially determined differences between women and men based on learned behavior, which affect their ability to access and control resources. This awareness needs to be applied through gender analysis into projects, programs and policies.

Gender blindness

Refers to: A conscious or unconscious lack of attention to different gender roles and responsibilities, and, consequently, the failure to analyze policies and projects in terms of the differences in their effects on women and men.

Gender effectiveness

The timeliness and extent to which an organization's targeted gender objectives are attained.

Gender expertise

Refers to: in depth knowledge of concepts related to gender, socio-cultural dynamics, and the intersection with research; The use of specialist knowledge of gender issues to study the cultural and social issues underpinning the dynamics between men and women in a specific social context, and to subsequently propose solutions for a better integration of gender equality into all areas of the development within that context

Gender gap

A measure of gender inequality. It is a useful social development indicator. For example, we can measure the 'gender gap' between boys and girls in terms of the educational levels achieved.

Gender responsiveness

This is planning and implementing activities that meet identified gender issues/concerns that promote gender equality.

GRARD institution

Institutions engaged under AWARD's Gender Responsive Agricultural Research and Development (GRARD) program:

- Ethiopian Institute for Agricultural Research (EIAR)
- Council for Scientific and Industrial Research, Ghana (CSIR)
- Federal University of Agriculture, Nigeria (FUNAAB)
- Pwani University, Kenya
- Nelson Mandela Agricultural Institute for Science and Technology, Tanzania (NMAIST)
- Lilongwe University of Agriculture and Natural Resources, Malawi (LUANAR)

Mentor

A voluntary senior professional matched with AWARD Fellows to provide mentoring and guidance.

Mentoring

A core element of the fellowship model: a partnership to provide guidance, foster soft and technical skills, and promote networking.

Training participant

An individual who has participated in an AWARD Training Course, including for-pay courses.

Women's empowerment

The process in which women reflect upon their reality and question the reasons for their situation in society. It includes developing alternative options and taking opportunities to address existing inequalities. It enables women to live their lives to their full potential based on their own choices in respect of their rights as human beings.

