



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



EARLY SIGNS OF SUCCESS: LESSONS FROM iAGRI



iAGRI PROJECT PROFILE

Tanzania stakeholders:

- Sokoine University of Agriculture (SUA)
- Ministry of Agriculture, Food Security and Cooperatives (MAFC)

OSUC Partners:

- Ohio State University (lead)
- Iowa State University
- Michigan State University
- Tuskegee University
- University of Florida
- Virginia Tech

Project funding: \$25.5 million

Project length: 2011 - 2017

Agreement with USAID:

- Feed the Future
- Mission-funded
- Cooperative agreement

Mission: Build a sustainable food system through training, research, outreach and institutional transformation that encompasses private and public sectors.

iAGRI OBJECTIVES

- 1. Training:** scholarships for 135 Tanzanian post-graduate students (115 at M.S. level, 20 at Ph.D. level). 50% female, 50% male. Also short-term training on technical and leadership topics.
- 2. Research:** collaborative agricultural and nutrition research involving SUA, MAFC and OSUC scientists
- 3. Organizational transformation:** strengthen academic and administrative capacity of SUA to develop and implement agricultural and nutrition instruction, research, and outreach programs
- 4. External linkages:** strengthen linkages between SUA, U.S. universities and Global South universities

iAGRI-BROKERING PARTNERSHIPS

1. **Consortium:** 6 US University Partners
2. **Feed the Future Partners:** Collaboration with other FtF projects in Tanzania
3. **Ministry and SUA:** Ministry of Agriculture, Food Security and Cooperatives
4. **Private Sector, NGOs and SUA through the Innovation Portfolio:** Mechanism for private-public research partnerships
5. **iAGRI-SUA:** All feed into the relationship between iAGRI and SUA

SUA FACTS

Formation:

- 1965 as Morogoro Agricultural College
- Became Faculty of Agriculture of University of Dar es Salaam in 1969
- Became Sokoine University of Agriculture in 1984

Students: 540 certificate/diploma, 7500 undergraduate, 790 graduate, 8830 total

Staff: 530 academic, 810 non-academic, 1340 total

Degree programs: 28 Bachelors, 46 Masters, 24 PhD

USAID investments:

- Founding of Morogoro Agricultural College, 1962-69 (West Virginia University)
- SUA-Tuskegee University Linkage Project, 1990-1995
- Others including CRSPs, Innovation Labs, and other largely research projects
- Innovative Agricultural Research Innovative (iAGRI), 2011 - present
- Direct grant to SUA for ICT upgrading, 2014 - present

PRECURSORS/ PREREQUISITES

Early Engagement of Host Institution and Partners at Onset of Project

Existence of Strategic Plan for Host Institution

Wide Range of Existing Policies in Place at Host Institution

Effective and Transparent Policies in Place for Project Management Entity

Sufficient Time Duration and Funding for Project

Flexible Funding Mechanism

SIGNS OF SUCCESS

Host Institution Commitment (Space, Time, Accessibility)

Willingness of Both Parties to Focus on Common Purpose

Willingness to Meet Regularly re Planning and Progress

Host Institutions' Leadership Express Desire to “Change Mind Sets”

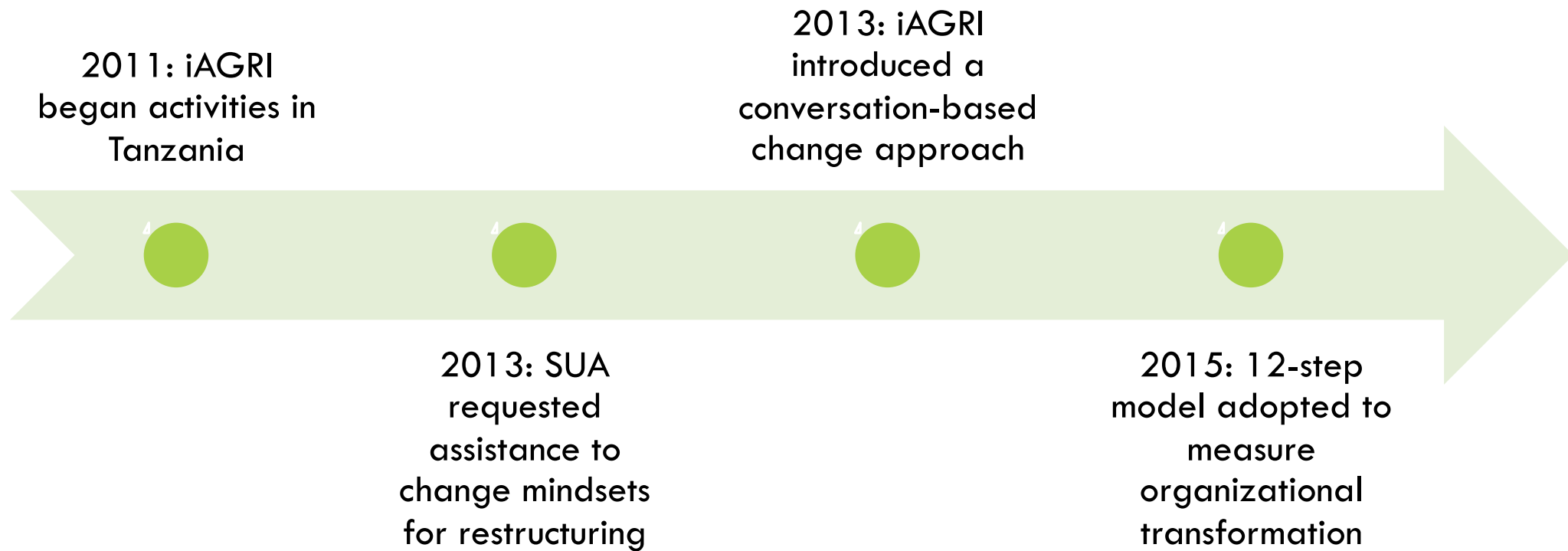
Full Faculty, Administration, Staff Engagement

Host Institution Top Governing Body Engaged

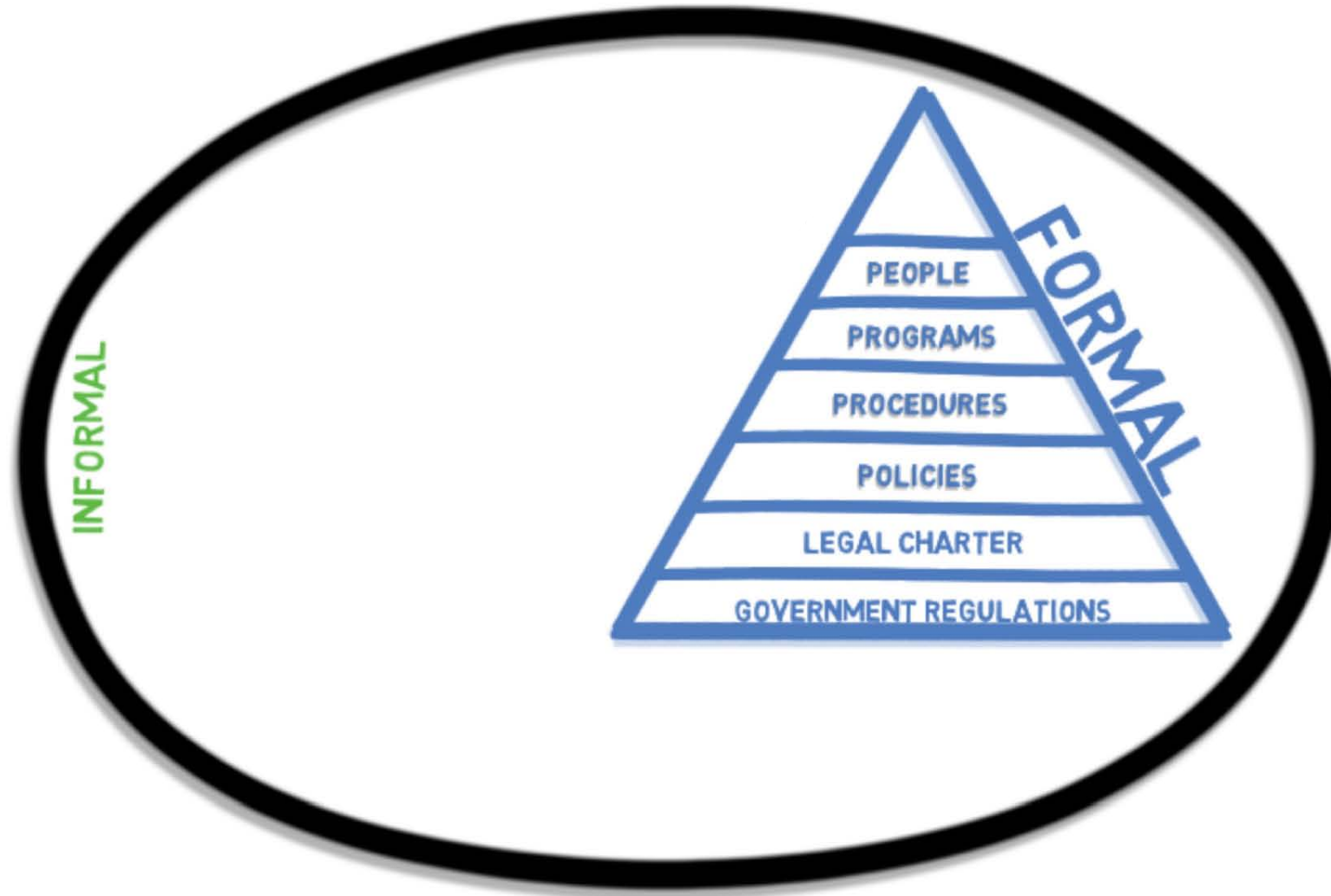
Mirror Symmetry in Decision Making

Commitment by Both Parties to Long Term Sustainability

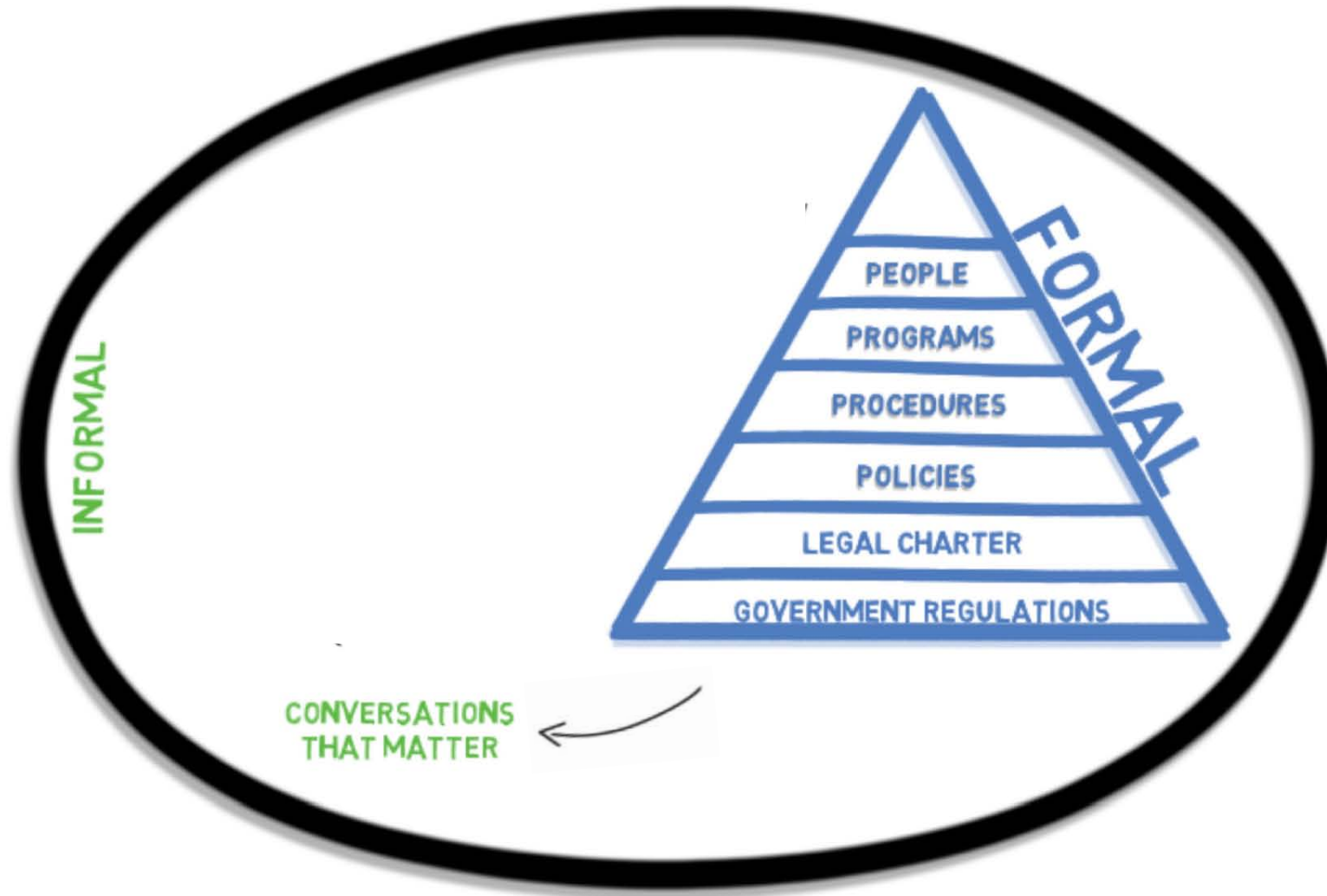
EXAMPLE: ORGANIZATIONAL TRANSFORMATION AT SUA



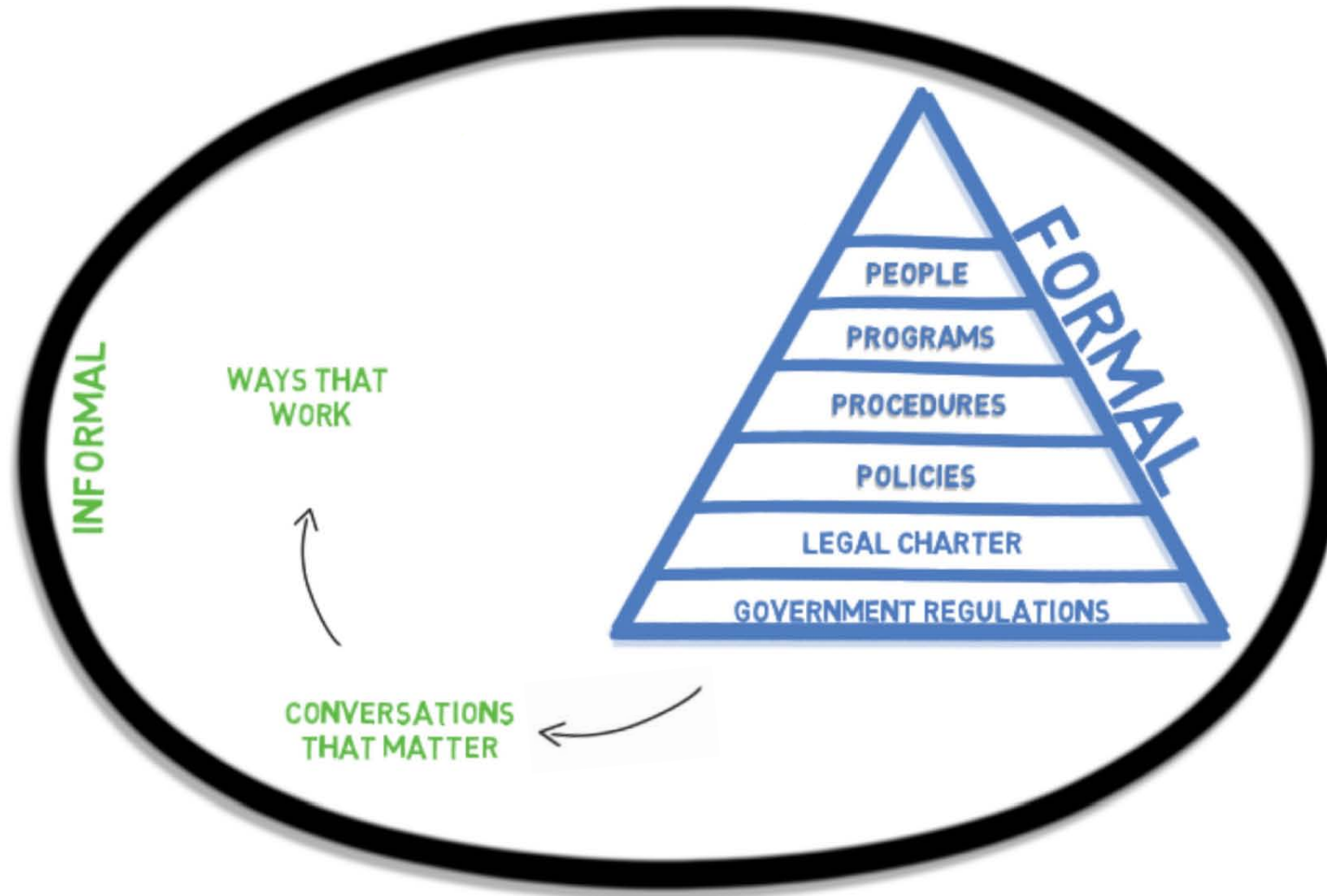
THEORY OF CHANGE



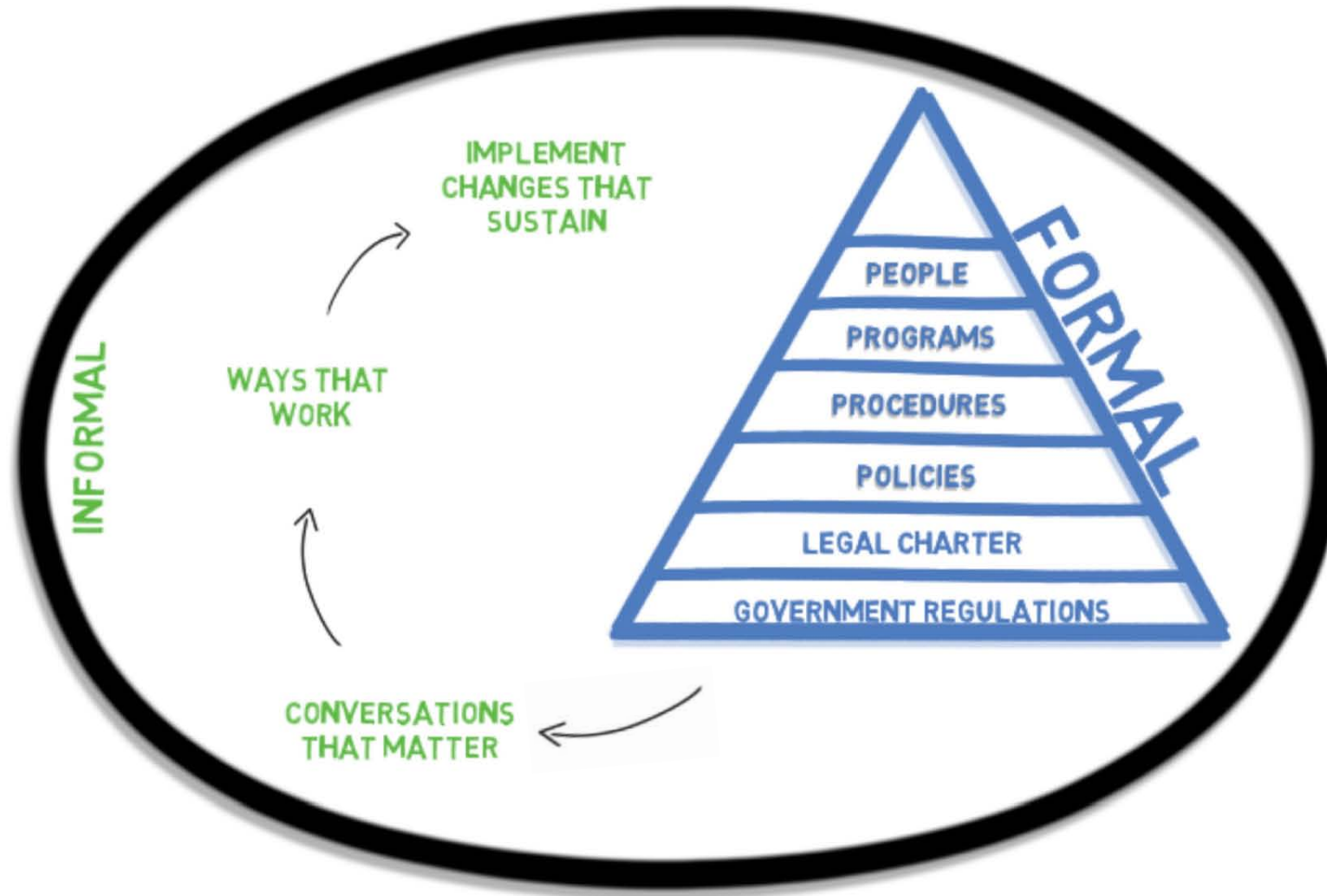
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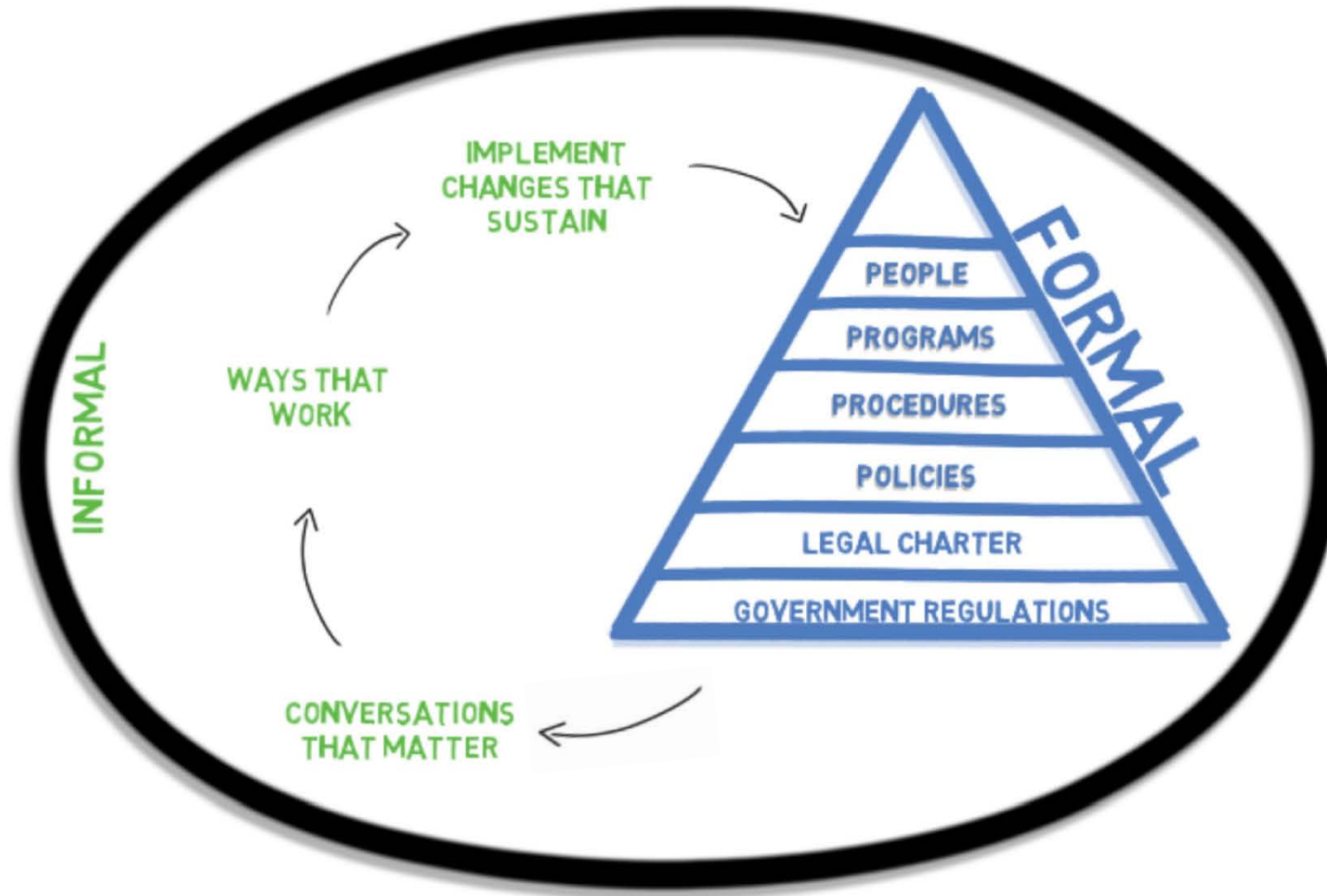
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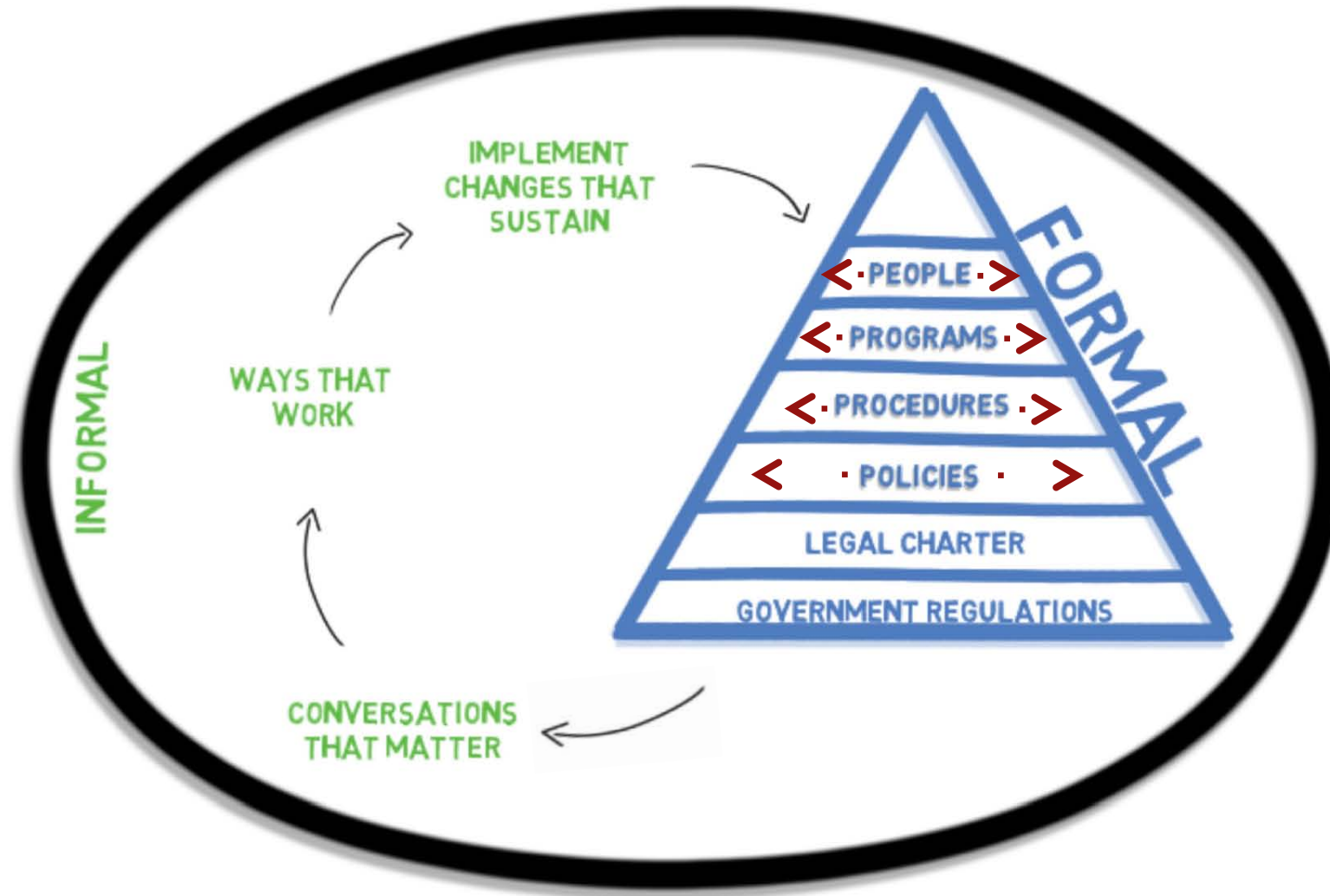
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iAGRI'S 12 STEP INDICATOR

iAGRI ORGANIZATIONAL CHANGE INDICATOR

Stage	Step	Description	Check if done
Stage 1 <i>Conversations that Matter</i>	Step 1	Did the conversation end with identifying a problem to be solved and specifying next steps in terms of what will be done, who will do it, and when it will be done?	
	Step 2	Did the conversation result in agreement to conduct a rigorous search, such as an organizational experiment or study tour, to find a solution to the problem?	
	Step 3	Has a participatory exercise been conducted to identify objectives of the rigorous search and to identify challenges to solving the problem?	
Stage 2 <i>Ways that Work</i>	Step 1	Have procedures for the experiment or rigorous search been documented and initiated?	
	Step 2	Has a solution based on the rigorous search been identified and documented?	
	Step 3	Has an analysis of the benefits, costs, and challenges of implementing the solution been conducted?	
	Step 4	Have persons involved in the experiment or rigorous search agreed to next steps, including how to introduce results into the formal system?	
Stage 3 <i>Changes that Sustain</i>	Step 1	Has the documented solution been translated into changes in policies and/or procedures in the formal system?	
	Step 2	Has the formal system adopted the solution by specifying reorginizing relationships, assignment of responsibilities, and budgets (if funding is required)?	
	Step 3	Have performance standards been adopted for the implemented solution?	
	Step 4	Does the formal system monitor and document compliance with its performance standards for the implemented solution according to a specified frequency?	
	Step 5	Is the solution adequately resourced with staff and funds so that long-term sustainability can be achieved?	

Monitoring and evaluation tool

Management tool

Each stage is broken into measurable steps:

- Conversations that Matter – 3 steps
- Ways that Work – 4 steps
- Changes that Sustain – 5 steps

SIGNS OF SUCCESS AT SUA

Host Institution Commitment

- Allocating office space and other facilities; Assigning duties; Hiring staff

Common Purpose

- Top leaders now spokespersons for the change model

Regular Meetings

- SUA's top administrators meet with iAGRI regularly and as needed
- Available by phone, text, and email

Changing Mind Sets

- Embracing innovation and learning from best practices
- Adopting new ways of doing business

SIGNS OF SUCCESS AT SUA

Full Faculty, Administration, Staff Engagement

- Staff at all levels active in planning and implementation
- Role of SUA-iAGRI staff

Host Institution Top Governing Body Engaged

- Participation study tour and commitment to pushing iAGRI activities
- Regular communication with University Council Chair and other members

Mirror Symmetry in Decision Making

- Activities initiated from both sides
 - SUA initiated examples: English Language Program, Horticulture Demonstration Facility, Electronic Document Management System
 - OSUC initiated examples: Statistics Laboratory, SUA Website, Mentoring Program
- Planning and objective setting is participatory

Long Term Sustainability

- Embracing the 12 steps, which define success as long-term financial and organizational sustainability



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FROM THE AMERICAN PEOPLE



THE OHIO STATE UNIVERSITY

