

**Conseil Ouest et Centre Africain
pour la Recherche et le
Développement Agricoles**



**West and Central African Council for
Agricultural Research and
Development**

**3rd Progress Report on the
CORAF/WECARD Institutional Change Process**

Period covered: July to September, 2009

September 2009

Preamble

1. The participatory development of the CORAF/WECARD Strategic and Operational Plans established a strong sense of ownership amongst stakeholders in the sub-region. In order to ensure that the necessary changes in agricultural research and development are adopted throughout the sub-region, there needs to be a solid understanding of the core issues and implications by all stakeholders.
2. Implementation of the plans requires positive proactive management of the changes that underpin the new approach of IAR4D and programme-based interventions. These changes are being addressed through communication and capacity strengthening at the level of the CORAF/WECARD NARS and its governance structures. The tools utilised include workshops, electronic and printed material and targeted advocacy.
3. A sensitisation workshop¹ specifically targeting NARS leaders and members of the executive secretariat was conducted during this third quarter. Support and mentoring were also provided to the Secretariat by the CMT- IDL group. The draft programme and timetable were integrated with work plans of the CORAF/WECARD Executive Secretariat. A possible work plan summary framework was also developed.

Progress achieved between July and September, 2009

4. Details of achievements for the period of July to September are presented in the narrative text which follows.
5. The narrative also provides information on progress made in other areas of support to the Change process that was not considered in the original logical framework.

Strengthening Corporate Systems

6. A three day Workshop was held from 6th to 8th July 2009, in Saly Portudal, Senegal. It targeted leaders of the CORAF/WECARD NARS and the Secretariat, identified and developed key features of Plans that the NARS will use to sensitise stakeholders to the new CORAF/WECARD Strategic and Operational Plans.
7. It was professionally facilitated by two members of the CMT, John Sutherland² and Karen Iles³. Participants included selected members from the CORAF/WECARD NARS as well as the new programme managers and senior managers from the CORAF/WECARD Secretariat.

¹ Fully reported in workshop report: CORAF/WECARD Sensitisation Plans - Development Workshop for NARS. Saly, Senegal. 6-8 July 2009, Workshop Report. J. A Sutherland and K Iles, 56pp

² Principal Consultant, the IDLgroup, Brockley Combe, Bristol, BS48 3DF, UK [Team Leader]

³ Principal Consultant, the IDLgroup, Brockley Combe, Bristol, BS48 3DF, UK [Training and change management specialist]

CMT Workshop 4 – Sensitizing leaders of CORAF/WECARD NARS and Secretariat

8. The objective of the Workshop was to continue the processes involved in sensitisation of NARS members in CORAF/WECARD countries to the changes in agricultural research brought about through the new CORAF/WECARD Strategic and Operational Plans
9. The expected outputs include:
 - Improved understanding by NARS leaders of the CORAF/WECARD strategic and Operational Plans;
 - Broad stakeholder sensitisation plan at sub-regional and national levels developed;
 - Learning needs of the facilitators who will lead on sensitisation events identified at sub-regional and national levels;
 - Plans to build capabilities of sensitisation events facilitators developed.
10. The programme was in two parts with information/sensitisation, followed by group work, which looked specifically at issues related to change.
11. Day 1 focussed on providing information and explanation of the logical framework as a tool, the Strategic and Operational Plans, an explanation of the Statutes and Governance Manual of CORAF/WECARD and basic principles and approaches to change management.
12. Days 2 and 3 looked at the appropriate tools and mechanisms for promoting change, analysed the current situation and developed outline plans for supporting change management at the NARS. This is summarised in Fig.1 (for full details refer to the Workshop Report [*ibid*]).

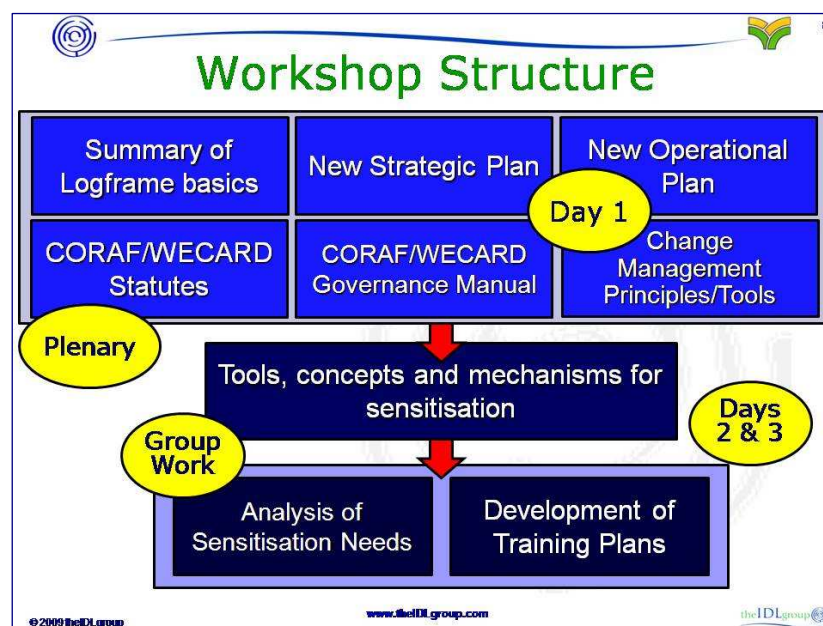


Figure 1: Summary of Workshop Structure

13. The Workshop culminated in a series of sessions in which participants explored strategies for building the capabilities of change facilitators. These will lead the process of change management and support within the NARS and across the sub-region. It included how to develop sensitisation materials for the change facilitators to use for sensitisation events. Participants worked in small groups, and their findings were discussed in plenary.
14. It was agreed that the capability of the change facilitators could best be build through a short course of five days, followed by coaching and backstopping support as they design and facilitate their own sensitisation events.
15. It was agreed that a set of generic sensitisation materials would be developed by the IDL-group and used as a starting point for workshop-based generation of modules by CORAF/WECARD to support the change process in the NARS. The modules would then be used by the change facilitators to design their own sensitisation events.
16. This has the advantage of providing a wide range of tools and activities for the change facilitators to adapt and modify for their own contexts. The generic materials would include for example, session plans, Power Point presentations, case studies and group activities.
17. Discussions were also held on the medium to long term strategy for building the capability of CORAF/WECARD to train their own change facilitators. It is unlikely that 20 – 24 individuals would be sufficient to carry out sensitisation events across the 22 NARS. One strategy explored was to establish and train a core team of trainers of change facilitators [see Figure 2]. Such a team could be drawn from the first round of change facilitators. This would enable CORAF/WECARD to train as many change facilitators as necessary, and would also provide core capacity to train facilitators and trainers in other subjects apart from sensitisation.

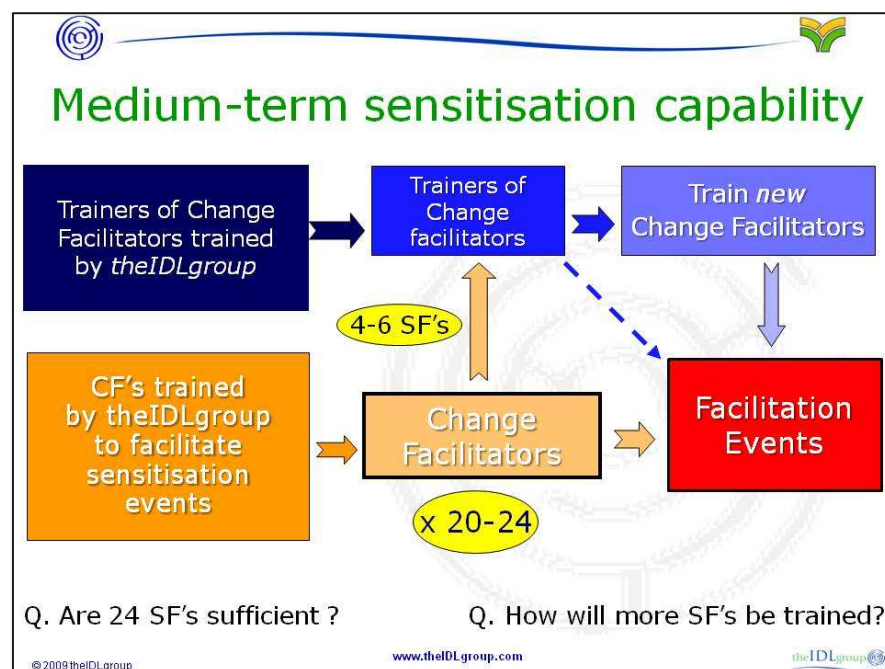


Figure 2: Proposed Strategy for development of Change Facilitators [CF]

Establishing the New Programmes

18. During this period the newly recruited Director of Programmes and 4 Programme Managers reported for work.
19. The Programme Managers immediately embarked on the preparation of Concept Notes and Terms of Reference for consultants to conduct scoping studies for their programmes as follows: (a) Livestock, Fisheries and Aquaculture; (b) Natural Resources management ; (c) Policy, Markets and Trade; (d) Knowledge Management and Capacity Strengthening.
20. The M&E Systems manual was reviewed by Secretariat Staff in August, 2009; translated into English in September, 2009, and will be submitted to the Scientific and technical Committee for validation during its next session scheduled for 20-22 October, 2009.
21. The Information and Communication Manager also embarked on recruitment of a consultant who will revise the information and communication strategy. The terms of reference were prepared and published.

Other areas of support to the Change Process

22. Operating a change process across 22 countries requires careful planning and focussed interventions. Key to this is a clear plan and timetable based on sound principles and available resources.
23. As a result of the discussions with the Secretariat and stakeholders during the change management-based workshops, a programme of activities which are time-bound and have those responsible identified, was developed⁴.
24. This was formulated as a draft activity matrix and an Excel Spreadsheet; the numbering of Activities and Results reflects the Change Management logical framework. This document can now be used to record progress towards delivery of the Results identified in the Change Management logical framework.
25. In order to ensure coherence between Programme plans and the CORAF/WECARD Operational Plan, draft, generic, logical frameworks were developed for the Programmes. These can be used to ensure close linkages between the Programmes and the Operational and Strategic Plans and also between projects within each Programme. These generic logical frameworks will need further refinement, which should be straightforward.
26. A possible format for summarising work plans was also discussed, based on the logical framework components. This is based on the PBTA currently being used, but better reflects a logical structure and makes full use of the logical framework as a planning, monitoring and evaluation tool. This is a first draft and if the approach is considered appropriate after further discussions, it will be finalised.

⁴ *Summary of Workplan September 2009-June 2010.* CORAF/WECARD Secretariat, September 2009. 25pp

Conclusions

27. The newly recruited staff members are slowly settling down to the rhythm of work in CORAF/WECARD. During this period, there was a slow down in the pace of implementation of change management processes. However, towards the end of the quarter, the newly recruited staff members are now fully conscious of the importance of implementing the change processes.
28. Following revision of the Change Management Process plan, currently planned activities have been completed on scheduled. Extra efforts are being made to respect the revised plan.
29. The implementation of this institutional change management will allow CORAF/WECARD to become a more stable and credible institution, which is responding the needs of its constituents.
30. Moreover, the desired impact is slowly being felt. The participation of NARS in the process, through the series of workshops that have been organised so far, is being taken down to the national level. For example, similar changes have been realised for Sierra Leone. That of Nigeria is on-going whilst that of Ghana is planned.
31. As such the NARS are slowly lining up with the CAADP and overall approach, which will further facilitate the Change process.