

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



West and Central African Council for
Agricultural Research and Development

Quarterly Progress Report

Change Management Process

March 2009

Report CM 01

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Preamble

1. The new CORAF/WECARD Strategic and Operational Plans were adopted by the General Assembly in May 2007. The Operational Plan integrates organisational, programmatic and structural changes. These changes form the basis for the delivery of the four results of the Strategic and Operational Plans, and thence to the achievement of the CORAF/WECARD Specific Objective¹. Any constraints that could hinder the delivery of the results need, therefore, to be addressed via a carefully managed change process.
2. The rationale for Change in the *modus operandi* of CORAF/WECARD is based on the need to embrace the new principles of the African Union's CAADP and FAAP policy and guideline documents, the need to address the issues of poverty reduction and sustainable food security more directly, the need to deploy IAR4D with a focus on small-scale farmers and the changing roles of CORAF/WECARD especially as designated by the RECs (ECOWAS, CEEAC, UEMOA and CEMAC).
3. Although aspects of the Operational plan have been amended since it was first approved by the General Assembly, its implementation started soon after the General Assembly adopted the main principles underpinning it. Based on these main principles, CORAF/WECARD began implementation of the changes identified in it.
4. Some of these changes include:
 - a] Realignment of the research process using a *Programme Approach*. This includes a realignment of capacity development initiatives to ensure they include empowerment programmes for actors, especially with respect to implementation of IAR4D – including broad-based sensitisation of stakeholders to this research paradigm.
 - b] Developing and adopting new corporate governance systems including effective management systems, efficient financial systems, transparent procurement systems; new terms of reference for Programmes' operations, including the competitive grants scheme, effective organizational structures, institutions and governance, including new corporate statutes reflecting the changes as enshrined in the Operational Plan.
 - c] Restructuring the composition of the Board to include a broader spectrum of stakeholders thus creating a more accountable governance framework.
 - d] Engaging of new professional staff to fill the new positions to support effective implementation of the new Programme Approach.
 - e] Creating of an effective monitoring and evaluation mechanism that is coherent and practicable.
 - f] Promoting ownership of CORAF/WECARD with particular emphasis on corporate identity.

¹ This is what CORAF/WECARD will **achieve** over the period of its Strategic and Operational Plans, namely that: *Broad-base agricultural productivity, competitiveness and markets is sustainably improved in WCA*

Expected Outcome of the Change

5. Sound governance structures and instruments for the effective implementation of the Operational Plan. These are expected to include, review of governance manual and statutes to reflect the changes proposed in the Operational Plan; the production of a HRM manual; financial resources management and procurement procedures
6. Strengthened corporate systems. This will include the appointment of new professionals to lead each of the new Programmes and also the staffing new units such as internal audit, M+E, administration & finance
7. New programmes established on strong IAR4D footings.

Change Management Team

8. A change management team was identified through a competitive tender process in 2008 by CORAF/WECARD and with the support of DFID. This Team is to assist the Executive Director and the Board in ensuring that the Change Management process involved standardized methods and procedures for efficient and prompt handling of all the identified Changes. A contract was signed with the Team² in **February 2009**.
9. Proactive management of the change process will minimise any negative impact of change-related incidents upon service quality, and consequently improve the operations of CORAF/WECARD in delivering its Results.

Progress – Implementation of Change Process

10. The report of the Changes is summarized in Table 1, reported against the logframe for the Change process. Details of achievements are also presented in the text. The narrative provides information on the progress on a number of several other needed changes that were not originally explicit in the logframe.

Organizational Changes

11. The composition of the CORAF/WECARD General Assembly (GA) has changed with the inclusion of some hitherto excluded members such as Regional Economic Communities (RECs). Therefore the new changes implemented at the level of the GA include:
 - a] New memberships of ECOWAS, CEEAC, UEMOA and CEMAC admitted **in 2007**. These constitute new value additions to the original set-up in which the GA had an inclusive representation from the Farmers' Organizations; NGOs, the Private Sector, NARS leadership, Universities, Development Partners Group (DPG) and Scientific & Technical Partners.
 - b] The frequency of GA meetings also changed from an annual event to a biennial one. This change took effect **from 2008**. Given this new frequency in its meeting, the GA has empowered the Board to execute decisions between General Assemblies, and report back to the GA when it meets.

² *theIDLgroup*, Brockley Combe, Backwell, Bristol, BS48 3DF, UK. www.theIDLgroup.com

- c] Contrary to former practices, the proceedings of business at the new GA are now led by a member of the GA other than the Chairman of the Board. This too became effective from **2008**. The General Assembly remains the supreme policy making organ or CORAF/WECARD.
12. The Governing Board has been expanded in number from nine to fourteen members, with the inclusion of RECs, Scientific Partners, and DPG, in addition to the existing membership which comprised NARS, Farmers' Organization, NGOs, and the Private Sector.
 13. Given the new oversight functions conferred on the Board by the GA, the Board has been sub-divided into three Committees – Audit and Finance, Administration and Human Resources; and Partnerships. The aim of this is to ensure effective execution of function and a more transparent and effective use of resources. The Board still meets two times a year – in May and November.
 14. The structure and membership of the Scientific & Technical Committee (STC) has changed. New members have been included to reflect some of the new areas emphasized in the Operational Plan that CORAF/WECARD is embracing for the first time, such as Policy and Markets. The STC remains in its advisory capacity to the Board. According to the Statutes it meets in October of every year. In addition to this, the STC members serve on the new Programmes' Advisory Committee.

The Executive Secretariat Changes

15. The Executive Director continues to supervise the Director of Programmes, the Director of Finance & Administration and the Manager for Information & Communication.

Change in the localization of the Programmes

16. Since **2007** the eight new Programmes for the implementation of the Operational Plan are now centrally located and are led by a Director of Programmes located at the Executive Secretariat.
17. This facilitates centralised planning and creates a better opportunity to capitalise on synergies and cross-cutting themes. This is contrary to the earlier practice where the former 13 network coordinators were located at the various NARS centres away from the Secretariat, each having its own infrastructure and physical resources.

Table 1: Summary of Progress - Change Management Process

Activities	Objectively Verifiable Indicators	Responsibility	Progress achieved as at March 2009
<p>A. Setting out the strategy for Change</p> <ul style="list-style-type: none"> ⊙ Develop TOR ⊙ Identify the Expert ⊙ Contract and commission the Expert ⊙ Develop an 18 month plan of action complete with timelines for the CMT 	<ul style="list-style-type: none"> ⊙ Clear and specific goals and benefits for Change communicated with staff and validated by the Board June 7, 2008 ⊙ A Change management team identified by July 2008 ⊙ Plan of action of CMT available by August, 2008 	<p>Executive Secretariat (SE) & Governing Board (GB)</p>	<ul style="list-style-type: none"> ⊙ TOR for Change Management Team developed and search for CMT launched in August, 2008. ⊙ Change Management Team identified November, 2008 ⊙ CMT contracted in January, 2009. ⊙ Work-plan for CMT developed, January, 2009
<p>B. Review and revise governance Documents:</p> <ul style="list-style-type: none"> ⊙ Statutes ⊙ Governance manual ⊙ Competitive grants scheme (CGS) manual ⊙ Effective supervision of management by the Board 	<ul style="list-style-type: none"> ⊙ Statutes revised and adopted by General Assembly June 2008 ⊙ Governance manual revised and adopted by General Assembly June 2008 ⊙ Competitive grants scheme manual revised by August, 2008 ⊙ Revised composition, structures and accountability relationships of the board and management. ⊙ Clear ToRs for the ED, Governing Board and General Assembly 	<ul style="list-style-type: none"> ⊙ SE & GB 	<ul style="list-style-type: none"> ⊙ Revised Statutes was adopted by the General Assembly in June 2008 ⊙ Revised governance manual was adopted by the General Assembly in June 2008 ⊙ Financial resources and procurement manual approved by the Board in November 2008 ⊙ Revised CGS manual approved by the Board in November,2008 ⊙ Reconstituted Governing Board inaugurated in June, 2008. First meeting of new Board held in November, 2008 <p>To be done</p> <ul style="list-style-type: none"> ⊙ Development of implementation strategy and implementation of core financial and procurement documentation during April-June 2009

Activities	Objectively Verifiable Indicators	Responsibility	Progress achieved as at March 2009
<p>C. Strengthen secretariat and corporate systems:</p> <ul style="list-style-type: none"> ⊙ Competitively appoint new professional staff – develop TOR for staff recruitment; advertise and interview ⊙ HRM manual ⊙ Financial management policies and systems and procurement procedures – i.e. transparent procurement systems ⊙ Provide new job descriptions for ALL serving staff; and detailed job description for new ones ⊙ Identify capacity strengthening needs of both serving and new staff. ⊙ Conduct mentoring seminars to mentor serving and new staff along the lines of the new paradigm proposed in the Operational Plan 	<ul style="list-style-type: none"> ⊙ Director of Programs – new DP in place by April, 2009 ⊙ Program managers – 4 new Program Managers (PM) for (a) Livestock/fisheries/a quaculture; (b) Policy & Markets; (c) NRM; and Capacity Strengthening recruited by September 2008 ⊙ New job description for all staff produced by September, 2008 ⊙ HRM produced by October, 08 ⊙ Financial resources procurement manual revised by July, 08 ⊙ At least 2 mentoring seminars conducted ⊙ 2 short courses for staff on new changes conducted 	<p>SE & GB</p>	<ul style="list-style-type: none"> ⊙ Staple Crops Manager recruited in 2007 ⊙ Biotechnology & Biosafety Manager recruited in 2007 ⊙ Monitoring & Evaluation Officer recruited in 2007 ⊙ Planning Officer recruited in 2007 ⊙ Internal Auditor Recruited in 2007 ⊙ Capacity Strengthening Manager recruited in September, 2008. ⊙ Search for a replacement of the outgoing Programs Director launched in March, 2009 ⊙ Launched in March 2009 the search for three Managers to lead the following new Programs: (a) Livestock, Fisheries, & Aquaculture; (b) Policy & Market; (c) NRM ⊙ Launched search for procurement specialist in January, 2009; three candidates have been selected, and their credentials forwarded to World Bank; CORAF/WECARD is currently awaiting a non-objection from the World Bank so as to contract one of the candidates. ⊙ Revised Financial resources procurement manual produced and adopted by the Board in November, 2008. <p>To be done</p> <ul style="list-style-type: none"> ⊙ New job description for all professional staff - scheduled for second quarter of 2009 ⊙ Search for Knowledge Management Manager to be launched when necessary funds are available later in the year. ⊙ Search for Non-Staple Crops Manager to be launched when necessary funds are available later in the year. ⊙ Revision of the Human Resources Management manual ⊙ Mentoring Seminars for serving Staff ⊙ Short courses for new staff

<ul style="list-style-type: none"> Conduct short course on new skills development 	by CMT		<ul style="list-style-type: none"> Orientation course for new Governing Board
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Activities	Objectively Verifiable Indicators	Responsibility	Progress achieved as at March 2009
<p>D. Establish the new Programs:</p> <ul style="list-style-type: none"> Assist the Programs in conducting program scoping studies aimed at identifying and addressing the constraints of the value chain Assist in preparing detailed 5 year work-plans for each of the Programs and budgets. Participate in launching each of the new Programs Constitute Programs' advisory or steering committee Develop a system for providing technical support to the programs – develop a Programs' implementation manual with sound M+E systems Develop information and communication strategy 	<ul style="list-style-type: none"> Validated reports on scoping studies available by September, 2008 Detailed programs' plans of action for Livestock, NRM, Policy & Markets, and Capacity strengthening available by September 2008 Programs steering committee in place by September 2008 Manual for Program implementation available by June, 2008 M&E manual available by August 2008. InfoCom strategy available by August 2008 	SE, GB & Scientific and Technical Committee	<ul style="list-style-type: none"> Scoping studies conducted for the following Programmes: (a) Biotechnology & Biosafety in 2006/2007; (b) Capacity Strengthening in 2007; (c) Staple Crops in 2008. Plans of action developed for the following Programmes: (a) Biotechnology & Biosafety in 2006/2007; (b) Capacity Strengthening in 2007; (c) Staple Crops in 2008. Programmes' Advisory Committee Constituted by STC in October, 2008 Manual for Programmes' implementation developed and adopted by the Board in November 2008 <p>To be done</p> <ul style="list-style-type: none"> Scoping studies to be conducted for the following Programmes: (a) Livestock, Fisheries and Aquaculture; (b) Non-Staple Crops; (c) Natural Resources management; (d) Policy & Markets; (e) Knowledge Management Plans of action to be developed for the following Programmes: (a) Livestock, Fisheries and Aquaculture; (b) Non-Staple Crops; (c) Natural Resources management; (d) Policy & Markets; (e) Knowledge Management M&E Manual to be developed Revised Information & Communication Strategy to be produced

Corporate systems changes

18. For a more effective management of the Programmes', human, financial and material resources, several new positions were created. These are detailed below.
19. CORAF/WECARD launched search for a **procurement specialist** in January, 2009; three most competitive candidates have been selected, and their credentials forwarded to World Bank; CORAF/WECARD is currently awaiting a non-objection from the World Bank so as to formally contract one of the candidates.
20. New **Internal Audit Unit** has been created for internal checks and balances – this new position has been filled since 2007.
21. A new **Planning, Monitoring and Evaluation Unit** has been established. Two staff – one for Planning, and the other for M+E were recruited in 2007 to fill these positions. This unit assists the Programmes Department in planning and impact orientation of the various technical activities. This new unit ensures impact-orientation of all CORAF/WECARD activities.
22. New **Programme Managers**. Four Programmes are currently being fully implemented following the recruitment of the Programme managers and the conduction of outcome mapping for the programmes, these are:
 - a] *Staple Crops Programme* – recruited in 2007
 - b] *Biotechnology and Biosafety Programme* – recruited in 2007
 - c] *Knowledge Management Programme* – an interim arrangement since 2008
 - d] *Capacity Strengthening Programme* – recruited in 2008
23. The following three new additional Programme Managers are expected to be recruited in May 2009:
 - a] Manager for *Livestock, Fisheries & Aquaculture Programme*
 - b] Manager *Natural Resource Management Programme*
 - c] Manager for *Policy & Markets Programme*
24. A new **Director of Programmes** will be recruited in May/June 2009 to replace the out-going Director whose mandate is coming to an end.
25. A new **Finance** and new **Administration Unit** have been created to assist the Director of Finance and Administration.
 - a] *Finance* – a new chief accountant recruited in 2007
 - b] *Administration Officer* – to be recruited.
26. Staff members are being retrained to adapt to new strategic orientations as described in the Change Management Process of the CORAF/WECARD Operational Plan. This is being done through:
 - a] Change orientation workshops by the Change Management Team – initial workshops are being scheduled for April, 2009 for staff, and May 2009 for Governing Board

- b] Mentoring activities of by Change Management Team – continuous for the 18 month period of the Change process, to June 2010.
27. New Corporate **management systems** developed and document in 2008. These include the following documents all of which are included in the annex to the present report:
- a] *Revised Statutes/constitution of CORAF/WECARD* reflecting the new changes as enshrined in the Operational Plan
 - b] *New Governance manual*
 - c] *Financial Management and Procurement Procedural Manual*
 - d] *New Competitive Grants Manual*
 - e] *New Manual for Programmes Implementation* (including M+E systems)
 - f] *Environmental Management Policy* document

New office spaces created

28. Before 2008 CORAF/WECARD occupied a total office space of 310.5 m². A total area of 903.0 m² new office spaces was **created in 2009** to accommodate both serving and new staff being recruited to fill the new positions. This excludes the additional new parking spaces of 110 m². This brings the total area in office space being occupied by CORAF/WECARD to **1213.5 m²** (this does not include the parking spaces).

Programmatic Changes

29. The Integrated agricultural research for development (IAR4D) is a new Paradigm introduced as a concept in 2007. It constitutes the core of all Programmes' activities. Each of the Programmes has a new Technical Consultative Committee built around the STC of CORAF/WECARD.
30. Policy & Markets research and Knowledge Management are new introductions to CORAF/WECARD. The Knowledge Management Programme has been implemented since 2008, a Policy and Markets Programme Manager will be recruited in May, 2009.
31. The Change in 2007 from the use of networks to Programmes in the implementation of CORAF/WECARD activities has created opportunities for Programmes activities to include the perceptions of all users of technology – It means that all actors in the value chain are able to become involved in the constraint identification via the outcome mapping conducted by the Programmes, research conceptualization and implementation, and in monitoring and evaluation.
32. Thus the use of *networking* between various relevant institutions to address specific sub-regional problems is the norm rather than an exception. This is different from the network approach that was essentially focused on established groups of research scientists working on similar subjects of common interest, regardless of sub-regional priorities.
33. The use of commissioned research as a mechanism for the implementation of priority research activities was a new introduction with the new Strategic and Operational Plans. This new approach makes it possible for CORAF/WECARD to contract specialised centres to execute urgent priority

challenges. Such priority action orientates projects towards considering social demands; ensuring project quality and the promotion of excellence.

34. The use of this approach constitutes new value addition to the use of the existing Competitive Grants Scheme which also includes a mix of actors (Farmers' Organization, NGOs, Private sector, Scientists).

Core function changes

35. Since 2007 the core functions of CORAF/WECARD have essentially focused on the three key areas described below.

36. **Capacity strengthening:** Capacity strengthening has focused on both internal and external capacity strengthening.

a] Since 2008 capacity strengthening has included empowerment of NARS leaders to manage their research centres more effectively - core management courses have been delivered in November 2008 and March 2009. This is especially important because most of the NARS leaders are core scientists, and not professional managers. Similar courses are being scheduled for technicians, and for farmers' organization.

b] As mentioned earlier, over 60% of the Board was renewed in June 2008. In conformity with the Change Management process, an orientation course is being scheduled for the new Board in May 2009. This is the first time an orientation course is being organized for the Board

c] A mentoring workshop is equally scheduled for Secretariat staff in April, 2009

37. **Coordination of regional initiatives,** and facilitation of research cooperation, has remained a traditional function of CORAF/WECARD. With the adoption of the new strategic and operational plans CORAF/WECARD has been coordinating its sub-regional activities with RECs on the implementation of CAADP and their agricultural policies.

38. **Knowledge Management** is final new addition to the core functions of CORAF/WECARD. Faced with this new core function CORAF/WECARD is now required to identify, create, re-present, and distribute knowledge for re-use, awareness and learning by end users agricultural knowledge.

Difficulties and challenges

39. The change process has been encountering some challenges, as would be expected during the institutionalization of any organizational changes. These challenges include:

a] Difficulties met by CORAF/WECARD Secretariat in the identification of the appropriate cadre of personnel to lead the new Units and or Programmes. *This is being addressed through broader-based recruitment processes and a review of roles and responsibilities.*

b] The lack of adequate understanding by the NARS and their partners (farmers, NGOs, Private Sector, Scientists) of the basic principles of IAR4D, and tendency for such actors to continue business as usual. *This is being proactively addressed through an ongoing programme of Sensitisation Workshops, communication strategy and the preparation of written material during the second quarter of the year.*

Conclusions

40. Institutional and corporate Changes which were structurally nested in the Operational Plan are being implemented as an integral part of the Operational Plan.
41. The new CORAF/WECARD strategic orientation together with the accompanying Changes are focused on delivering the CAADP Pillar IV Goal. CORAF/WECARD's approach in implementing this has since 2007 included:
 - a] Process of economic and technical analysis of constraints
 - b] Mechanism of networking between key NARS and partners' centres
 - c] Identifying details of milestones and targets in indicators and programme plans
 - d] Promotion of ownership – Corporate identity. For example through the West Africa Agricultural Productivity Programme (WAAPP) launched in 2008, countries in the sub-region are continuing to express increasing interest in working through and with CORAF/WECARD via increasing their financial contributions to CORAF/WECARD.
42. The paradigm shift in research approach, enshrined in the Strategic an Operational Plans, entails a move from technology packages to an integrated approach which emphasises and focuses on the needs of the end users - Smallholders, pastoralist, extension scientists, private sector (input dealers, credit institutions, agro-processors), extension and NGOs.
43. IAR4D is now the central core of all Programmes' activities.

J A Sutherland

Team Leader,
Change Management Team,
theIDLgroup, Brockley Combe,
Bristol, BS48 3DF,
UK.