

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



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

2nd Progress Report on the CORAF/WECARD Institutional Change Process

Period covered: April to June, 2009

June 2009

Preamble

1. The first quarterly report on CORAF/WECARD Change management process produced for the period January to March 2009 had stressed the need for a solid understanding by all CORAF/WECARD stakeholders of core Change issues and implications. The participatory development of the Strategic and Operational Plans established a strong sense of ownership amongst stakeholders, but implementation requires positive proactive management of the Changes which underpin the new approach of IAR4D and programme-based interventions.
2. The issues are being addressed through communication, retooling and capacity strengthening at the level of the CORAF/WECARD staff, NARS and CORAF/WECARD's governance organs. Multi-media approaches are being adopted including workshops, electronic and printed material and targeted advocacy.
3. Sensitisation Workshops¹ have been conducted during the Quarter, for a range of stakeholders. The financial and procedural manuals were also reviewed during the period. Recommendations made by the consultants that were engaged for each of these tasks are being implemented.
4. The present report is the second in the series. It builds on the first quarterly report of January to March, 2009, and provides some perspectives for the third quarter.

Progress achieved between April and June, 2009

5. The cumulative progress achieved so far on the Changes is summarized in Table 1. This is reported against the logframe for the Change process. Details of achievements for the period of April to June are also presented in the narrative text. The narrative provides information on the progress of a number of several other needed changes that were not originally in the logframe.

¹ Fully reported in workshop reports:

CORAF/WECARD Change Management Workshop Saly, Portudal, Senegal. 29th and 30th April 2009. 45pp J A Sutherland and H Machin

CORAF/WECARD Change Management Governing Board Sensitisation Workshop Abuja, Nigeria. 21st to 23rd May 2009. 55pp J A Sutherland and H Machin

CORAF/WECARD Change Management Programme Managers' Sensitisation Workshop Dakar, Senegal. 22nd to 24th June 2009. 48pp J A Sutherland and S Ashley

Table 1: Summary of the realizations of the Change Management Process

Activities	Objectively Verifiable Indicators	Responsibility	Progress achieved as at March 2009
<p>A. Setting out the strategy for Change</p> <p>i) Develop TOR ii) Identify the Expert iii) Contract and commission the Expert iv) Develop an 18 month plan of action complete with timelines for the CMT</p>	<p>i) Clear and specific goals and benefits for Change communicated with staff and validated by the Board June 7, 2008 ii) A Change management team identified by July 2008 iii) Plan of action of CMT available by August, 2008</p>	<p>Executive Secretariat (SE) & Governing Board (GB)</p>	<p>i) TOR for Change Management Team developed and search for CMT launched in August, 2008. ii) Change Management Team identified November, 2008 iii) CMT contracted in January, 2009. iv) Work-plan for CMT developed, January, 2009</p>
<p>B. Review and revise governance Documents:</p> <p>i) Statutes; ii) governance manual iii) Competitive grants scheme (CGS) manual iv) Effective supervision of management by the Board</p>	<p>i) Statutes revised and adopted by General Assembly June 2008 ii) Governance manual revised and adopted by General Assembly June 2008 iii) Competitive grants scheme manual revised by August, 2008 iv) Revised composition, structures and accountability relationships of the board and management. v) Clear ToRs for the ED, Governing Board and General Assembly</p>	<p>SE & GB</p>	<p>i) Revised Statutes was adopted by the General Assembly in June 2008 ii) Revised governance manual was adopted by the General Assembly in June 2008 iii) Financial resources and procurement manual approved by the Board in November 2008 iv) Revised CGS manual approved by the Board in November, 2008 v) Reconstituted Governing Board inaugurated in June, 2008. First meeting of new Board held in November, 2008.</p> <p>To be done i. Development of TOR for ED; Governing Board and General Assembl_ [Basic information available in <i>CORAF/WECARD Statutes</i> needs to be refined and developed further in next quarter]</p>
<p>C. Strengthen secretariat and corporate systems:</p> <p>i) Competitively appoint new professional staff – develop TOR for staff recruitment; advertise and interview ii) HRM manual iii) Financial management policies and systems and procurement</p>	<p>i) Director of Programs – new DP in place by April, 2009 ii) Program managers – 4 new Program Managers (PM) for (a) Livestock/fisheries/aquaculture; (b) Policy & Markets; (c) NRM; and Capacity Strengthening recruited by September 2008 iii) New job description for all staff produced</p>	<p>SE & GB</p>	<p>i. Staple Crops Manager recruited in 2007 ii. Biotechnology & Biosafety Manager recruited in 2007 iii. Monitoring & Evaluation Officer recruited in 2007 iv. Planning Officer recruited in 2007 v. Internal Auditor Recruited in 2007 vi. Capacity Strengthening Manager recruited in</p>

<p>procedures – i.e. transparent procurement systems</p> <p>iv) Provide new job descriptions for ALL serving staff; and detailed job description for new ones</p> <p>v) Identify capacity strengthening needs of both serving and new staff.</p> <p>vi) Conduct mentoring seminars to mentor serving and new staff along the lines of the new paradigm proposed in the Operational Plan</p> <p>vii) Conduct short course on new skills development</p>	<p>by September, 2008</p> <p>iv) HRM produced by October, 08</p> <p>v) Financial resources procurement manual revised by July, 08</p> <p>vi) At least 2 mentoring seminars conducted</p> <p>vii) 2 short courses for staff on new changes conducted by CMT</p>	<p>September, 2008.</p> <p>vii. New Director of Programs recruited in May, 2009</p> <p>viii. Four new Program Managers recruited in May 09 to lead the following new Programs: (a) Livestock, Fisheries, & Aquaculture; (b) Policy & Market; (c) Natural Resources Management; and (d) Knowledge Management and Capacity Strengthening Programs</p> <p>ix. Orientation sensitization course organized for Governing Board in May 09</p> <p>x. Mentoring courses organized for Program Managers April 09</p> <p>xi. Sensitization workshops organized for NARS and CORAF Program Managers In April, May and June</p> <p>xii. Programs support staff (i.e. Planning and impact-orientation unit, and Program Officer) sent on short four-week courses on Programs Planning and Project management in May and June.</p> <p>xiii. Procurement specialist identified April 09</p> <p>xiv. Revised Financial resources procurement manual produced and adopted by the Board in November, 2008.</p> <p><u>To be done</u></p> <p>i. New job description for all professional staff</p> <p>ii. Search for Non-Staple Crops Manager</p> <p>ii. Revision of the Human Resources Management manual</p> <p>v. Mentoring Seminars for serving Staff [to continue]</p> <p>v. Short courses for new staff</p> <p><u>vi.</u> Orientation course for CORAF Scientific & Technical Committee</p>
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<p>D. Establish the new Programs:</p> <p>i) Assist the Programs in conducting program scoping studies aimed at identifying and addressing the constraints of the value chain</p> <p>ii) Assist in preparing detailed 5 year work-plans for each of the Programs and budgets.</p> <p>iii) Participate in launching each of the new Programs</p> <p>iv) Constitute Programs' advisory or steering committee</p> <p>v) Develop a system for providing technical support to the programs – develop a Programs' implementation manual with sound M+E systems</p> <p>vi) Develop information and communication strategy</p>	<p>i) Validated reports on scoping studies available by September, 2008</p> <p>ii) Detailed programs' plans of action for Livestock, NRM, Policy & Markets, and Capacity strengthening available by September 2008</p> <p>iii) Programs steering committee in place by September 2008</p> <p>iv) Manual for Program implementation available by June, 2008</p> <p>v) M&E manual available by August 2008.</p> <p>vi) InfoCom strategy available by August 2008</p>	<p>SE, GB & STC</p>	<p>i. Scoping studies conducted for the following Programmes: (a) Biotechnology & Biosafety in 2006/2007; (b) Capacity Strengthening in 2007; (c) Staple Crops in 2008.</p> <p>ii. Plans of action developed for the following Programmes: (a) Biotechnology & Biosafety in 2006/2007; (b) Capacity Strengthening in 2007; (c) Staple Crops in 2008.</p> <p>iii. Programmes' Advisory Committee Constituted by STC in October, 2008</p> <p>iv. Manual for Programmes' implementation developed and adopted by the Board in November 2008</p> <p>v. Draft M+E manual produced in June, 09 to be validated in Aug, 09</p> <p><u>To be done</u></p> <p>i. Scoping studies to be conducted for the following Programmes: (a) Livestock, Fisheries and Aquaculture (July to Sept, 09; (b) Non-Staple Crops; (c) Natural Resources management (Oct, 09; (d) Policy & Markets (Aug, 09; (e) Knowledge Management (July to Aug, 09)</p> <p>ii. 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</p> <p>iii. Revised Information & Communication Strategy to be produced</p>
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6. Corporate systems changes.

7. Candidates were identified during the quarter to fill the following position during the period:
 - a. A new Director of Programs, to replacing the out-going Director of Programs whose mandate comes to end in July, 2009.
 - b. Four new Programmes Managers to lead the following new Programs:
 - i. Livestock, Fisheries and Aquaculture Program
 - ii. Natural Resources management Program
 - iii. Policy & Markets Program
 - iv. Knowledge Management Program and Capacity Strengthening Program to be managed by a Program Manager as an interim arrangement.
 - c. Two Programs' support staff (Impact-orientation officer and Program Officer) had short in-service training for four weeks each on project planning for impact. The Planning Officer will also be embarking on a similar course in July, 2009.
 - d. Three Change Management Workshops were held during April-June, 2009. These workshops targeted NARS leaders. The first workshop had 40 participants drawn from CORAF/WECARD Staff, and NARS scientists, NGOs and Farmers' organizations. The second workshop was meant for the Governing Board Members and some NARS leaders. The third workshop had 24 participants drawn from senior managers in the CORAF/WECARD Secretariat and heads of NARS' research programs.

Workshop 1 – NARS leaders NGOs, and Farmers

8. The Objectives of this Workshop were:
 - To sensitise, and strengthen the capacity of NARS leaders in CORAF/WECARD, to deal with change and change management
 - To sensitise NARS Leaders and their partners on the changes implicit in the new CORAF/WECARD Strategic and Operational Plans
9. With outputs that aimed to build on the new understanding of change principles and the Plans themselves. The Outputs were:
 - A clearer understanding by the NARS leaders of key Changes which are required
 - Skills development for NARS leaders in mechanisms of Change and change management
 - A set of clear tasks, milestones and targets for implementing Change across the sub-region
10. The workshop successfully increased awareness and understanding of the importance of managing Change, as well as initiating the development of

more specific areas which would require attention. It was unable, in the time available, to set clear tasks and milestones for implementing Change although it did highlight key areas for focused attention, namely the importance of increasing understanding and appreciation of IAR4D as a research paradigm. [See Workshop 3 outputs for the setting of Change tasks and milestones.] This is now being addressed through activities identified in subsequent Workshops.

Workshop 2 – Governing Board members’ sensitization on Change

11. Membership of the Governing Board is changed on a rolling basis; replacement is made every two years with new members joining, whilst some are retained. This Workshop was designed to brief new members as well as to reinforce the knowledge and understanding of those who had been part of the Strategic Plan development process. Its objectives were:
 - Sharing new guidelines for the operation of Governing Board and placing them in the context of the change process;
 - Providing an explanation of other core changes and change processes - required or currently underway;
 - Providing an explanation of the Governing Board’s role in change processes and how they will be affected;
 - Addressing any concerns or queries the Governing Board might have in connection with changes and/or Strategic and Operational Plans
12. The Workshop’s output was to strengthen understanding and effectiveness of Governing Board with respect to the Strategic and Operational Plans, Change Management Processes, the Statutes and the new Governance Manual
13. The Workshop provided an excellent opportunity not only to brief the new Governing Board members and to expose them to key issues and principles regarding the Strategic, Operational and Change Plans but also to give them the opportunity to better understand and interpret the issues underlying the changes.
14. Increased ownership and understanding of the CORAF/WECARD Strategic and Operational Plans was generated through plenary discussions and Group Work, and the need to understand the significance and importance of Assumptions.
15. The next steps identified and agreed were:
 - Amend the Governance Manual so that it fully reflects statements and intent in the Statutes
 - Incorporate Workshop outputs into roles, responsibilities, ToR and job descriptions of the relevant groups and individuals
 - Identify appropriate places in the Statutes and/or manuals for institutionalising the material developed during the Workshop.

Workshop 3 – Secretariat Programme and senior Managers

16. The move to a Programme Approach is key to the changes inherent in the new Strategic Plan for CORAF/WECARD. This requires the recruitment of new Programme Managers with appropriate skills to manage agricultural research in the new paradigm. All but one [Non-staple Crops] of the new managers has now been recruited. The objectives of this workshop were:
 - To explain and introduce the logframe as a management tool
 - To sensitise new senior management at the CORAF/WECARD Secretariat to Strategic and Operational Plans
 - To introduce change and change management
17. The output from the Workshop aimed to build on the experience gained during the first two in the change management series, specifically:
 - Knowledge of new programme managers and selected NARS leaders of the CORAF/WECARD Strategic and Operational Plans strengthened
 - Programme managers and selected NARS leaders capacity to implement change and change management strengthened
 - Clear tasks, milestones and targets for implementing change across the sub-region identified
18. Material produced during the workshop provided a strong base on which a more detailed programme for change was drafted. Other key issues which arose during the Workshop included:
 - The importance of allocating sufficient resources to activities which internalise Assumptions, to ensure that they are effectively implemented. Failure to do so could greatly increase the risk of organisational failure.
 - Several of the Assumptions at Activity to Result and Result to Specific Objective were identified as having the potential for interfering with the delivery of the Operational Plan results, and establishment of CORAF/WECARD as the leading protagonist in sub-regional integrated, agricultural research for development. These need to be very carefully monitored and appropriate action taken whenever success is threatened.
 - At the level of Result to Specific Objective the principal options for CORAF/WECARD are focused on lobbying and advocacy, whereas at Activity to Result the focus is on internalising them by incorporating them into the Operational Plan.
 - The need to structure a detailed workplan around the Change Management Framework and the 9 Building Blocks of Change, was identified through the Group Work as CORAF/WECARD's highest priority in the context of change and change management. A structured and focused approach is essential for successful change to occur and this needs to be developed immediately. To do this

requires the identification of the activities needed, the resources required and the individuals and groups to implement the process.

- The change process is integrated into the implementation of the Operational Plan, but all stakeholders need to be clear on the scale and scope of their responsibilities.

19. Corporate Governance and Procedural Manuals

Financial management systems as well as Governance and selected procedural Manuals were reviewed during the period and some recommendations have been made². These are part of an ongoing process to improve and strengthen CORAF/WECARD financial management systems, harmonise manuals and ensure coherence between them. It is crucial that this task is treated as a high priority given the importance to the change process of having new and more efficient governance systems in place, covering reporting, monitoring, financial, procurement and human resource systems.

20. Financial Management Systems

The report on Finance and Procurement Issues highlighted the following issues:

- The Finance function in the Secretariat is under-resourced, even for current levels of activity. This is an urgent problem and plans are in place to address it quickly.
- There is a well designed accounting system in place, but this is not being fully utilised due to lack of external support, lack of in-house knowledge and lack of in-house resources. Again, plans are in place to address this.
- Actions are in hand to strengthen resources and processes in the areas of Human Resources and Procurement.
- Actions are in hand to enhance the IT infrastructure and to improve data security and backup procedures.
- The role of the Internal Auditor (IA) needs to be clarified.?????????
- The Secretariat needs to develop and implement a system to certify national institutions as fit to control donor funds.
- The governance manual was amended thus accurately reflecting the Statutes approved by the Governing Board in June 2008

21. Difficulties and challenges:

As reported during the 1st quarter of 2009 the Change process has continued to encounter challenges, as would be expected during the institutionalization of any organizational changes. Having mostly overcome the constraints related to identification of qualified expertise to lead the Programs, the following challenges remain:

- a. 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.

² Finance, Procurement and IT issues. Report of visits to CORAF Secretariat 27 April to 8 May and to Abuja 20 to 24 May 2009. 9pp H N Machin

This is being proactively addressed through an ongoing programme Sensitisation Workshops and preparation of written material during the second quarter of the year.

Conclusions

22. Operating a sub-regional organization 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. After interacting with stakeholders during the three workshops held during quarter, time-bound activities have been drafted with indications of who should be responsible for what. This has been formulated as a draft activity matrix; the numbering reflects the Results of the Change Management logframe. Such a matrix would be useful in recording progress towards delivery of the Results identified in the Change Management logframe.
23. The Change Sensitization workshops are facilitating understanding by NARS and their partners (farmers, NGOs, Private Sector, Scientists) of the basic principles of IAR4D as the pivot of the CORAF/WECARD Strategic and Operational Plans.
24. The Programs Department has six full time Program Managers, out of the required eight. Each of these Managers is embarking on full-swing implementation of the Programmes.