



Joint IITA/WARDA Report to ExCo 11

Progress on Programmatic, Corporate Services, Structural & Governance Alignment

September 2006

This report to ExCo 11 is a follow up to ExCo 10 conclusions on IITA/WARDA alignment. It reflects the common views of IITA and WARDA with respect to progress made in WARDA/IITA alignment on all fronts, expected progress until end CY06 and a mid-term plan covering CY07. With the CG Secretariat playing a proactive role in facilitation of discussions between IITA and WARDA, it is the belief of both IITA and WARDA Boards and management that substantial movement has been made in aligning the two Centers since the ExCo meeting in The Hague in May 2006.

Structural & Governance Alignment

Progress in CY06

? Consultative meetings held between IITA and WARDA:

- Two day meeting on alignment, 20-21 July 2006 at IITA headquarters in Ibadan, Nigeria
- One-day meeting at CG Secretariat, Washington DC, 10 August 2006
- 2nd Joint meeting of the Executive Committees of IITA and WARDA Boards by videoconference on 20 August 2006.

? Concrete achievements in structural/governance alignment are as follows:

- i) Common Board Members – Two IITA Board members (Barbara Becker and Adama Traore) have been appointed members of the WARDA Board and will attend the WARDA Board meeting in March 2007.
- ii) IITA would share the profile and the calendar for its next Board appointments with WARDA and WARDA would send to IITA the CVs and profiles of its existing and incoming members through the Nominating Committee Chairs to review against IITA's required competencies.
- iii) Joint Nominating Committee Meeting - The Joint Nominating Committee consisting of Clementine Dabire, Emmanuel Owusu-Benoah (WARDA) and Adama Traore, Henri Maraite (IITA) are to interact with each other and establish the date and the mechanism for Joint Nominating Committee Meetings.

Mid-term Plan Covering CY07

- i) Joint Board of Trustees Meeting - In view of the forthcoming EPMRs of both centers and the requirement that the EPMR panels would be observing the center meetings, the two Boards would meet separately in March 2007 and replace the proposed joint Board meeting with a joint Executive Committee meeting, immediately after their respective March 2007 Board meetings.

ii) Calendar for Joint Executive Committee Meetings - The two Chairs agreed to draw up a calendar and format for future joint Executive Committee meetings to be held over the next two years.

CY08

A joint meeting of the two full boards will be scheduled once EPMRs of both institutions are completed.

Programmatic Alignment

A. Regional level: WCA MTP expected Progress October-December 2006

A document was submitted to the Science Council for which comments were received. The main comments and the subsequent expected activities during the coming 3 months are given below. The WCA MTP still involves 13 centers.

- Addressing the following preliminary comments from the Science Council by November 10, 2006
 - Complementarities between the global agenda of the CGIAR and the regional agenda of the MTP.
 - Commitment of the Centers to the WCA MTP
 - Expansion and/or identification of partnerships
 - Development of detailed expected outputs.
 - Linkages between the WCA MTP and the SSA CP
 - Development of a staged implementation plan
 - Review of the log frame
- A roadmap for discussions on the development of a governance mechanism is to be put in place by November 30, 2006 with the objective of reaching agreement on an acceptable mechanism by June 2007.
- Terms of Reference of the MTP Coordinator position to be drafted and advertised by December 15, 2006.
- Implementation plan for 2007 to be discussed among centers by December 15, 2006.
- Harmonization with Center MTPs and regional MTP to take place by November 30, 2006.
- Reconciliation between SSA CP and WCA MTP to take place by November 15, 2006.
- Prioritization of the 5 major projects endorsed by the Science Council for implementation to take place by November 15, 2006.

The following general guidelines should be followed:

- Endorsed projects to be prioritized by the Consultant with respect to specific criteria agreed upon (deadline: October 31, 2006) then submitted to the approval of concerned Centers (Deadline: November 15, 2006)
- Revised WCA MTP document completed (Deadline: November 30, 2006)
- Phases of implementation and staged implementation plan drafted and agreed upon (Deadline: November 30, 2006)
- Full budgets are developed for 2007 (Deadline: December 15, 2006)
- Funding issues discussed and strategy in place for resource mobilization. Possible identification of funding conducted. (Deadline: December 31, 2006)
- MTP Coordinator position advertised (Deadline: December 15, 2006)

CY07: Implementation of WCA-MTP

B. Center Level: Programmatic Integration/Alignment between WARDA/IITA

The process is well underway as the following has been achieved and/or initiated:

Progress in 2006

- HIV/AIDS study in West and Central Africa involving WARDA/IITA and a number of NARS has been initiated.
- Implementation started in 2005 and continues subject to funding.

Expected Progress until end CY06

- WARDA/IITA rice-maize stratification study has been approved for implementation. The proposal prepared together and the funding is shared.
- Period of implementation: September 2006 – September 2007

Mid-Term Plan Covering CY07

- Increasing incomes, a study involving WARDA, IITA and AVRDC. A concept note entitled "Increasing producer income from healthy vegetables for improved livelihoods in West Africa (IMPROVEG)" was approved by BMZ and a full proposal was submitted. Results are expected at end of September.
- Period of implementation: 3 years

In support of Programmatic Alignment, the two Centers have undertaken the following:

1. Developing a shared Library Services – ongoing and to be intensified in 2007
2. Joint GIS Biometrics support - Discussion initiated in 2005 and have continued in 2006 and beyond
3. Plant Quarantine/Containment facilities - shared by the two institutions
4. Joint Training in several areas such impact assessment, computer/statistics and Biometrics - Course conducted in 2005, 2006 and more planned in 2007.

5. Genebank and genetic resources - The two heads of the genebanks have already held several joint activities.
6. Review of manuscripts, publication and printing - WARDA is already printing most of its documents at IITA. Joint reviewing of manuscripts has been initiated.

Alignment of Corporate and Research Support Services

General remarks

- Concrete steps towards two different types of alignments have indeed been taken since ExCo 10
- Alignment is much more than just "Hosting services at cost".
- Alignment takes time. The most successful CG effort (in Asia) started 2 years ago and is still ongoing.
- Its main objective is to improve the effectiveness, efficiency and cost efficiency of the "Service to Science". Not necessarily to save money.
- Lessons should be learned from others who have gone through the same process.
- Alignment requires the real desire to align and commitment.

Two types of alignment and progress made so far

- 1 General alignment of policies, systems and procedures across WARDA/IITA
 - On July 20 and 21 a joint task force proposed a framework to align both center's corporate services
 - The plan was presented in Washington on August 10, 2006 and was generally endorsed. The Secretariat requested to include Research Support Services
 - The proposal has 3 phases and is planned over a three-year period from 2006 to 2009
 - Once the common systems are in place, all services should be managed by the center that has the largest professional presence in a particular location.
 - The total cost of development, testing and implementation is estimated at US\$ 2 million.
 - The plan was also endorsed by the joint meeting of the WARDA and IITA Boards.
 - Once in place, the same system could serve other African based CG operations

- 2 Pragmatic alignment of the Cotonou/Benin operations
 - During September 2006, several interactions took place in Cotonou to study the possibility to align CS and Research Support services, even BEFORE new systems have been developed.
 - A more detailed proposal is expected during October for possible implementation in early 2007
 - Such alignment would still keep HR and Financial management separate but will allow JOINT management of the following corporate and research support services:
 - i. Operations including;
 1. Farm management
 2. Mechanical workshops

3. Physical Plant
4. Transport
5. Catering and cleaning services
- ii. Information Technology, covering:
 1. Helpdesk and support
 2. Networks (security and Business continuity)
 3. Asset management (hardware and software)
 4. Website management (Internet and Intranet)
- iii. General Administration, covering:
 1. Procurement
 2. Stores
 3. Travel, visitors and conferences
 4. Security

Expected progress until the end of CY 2006

During the period October to December 2006 the following actions are expected:

On the general Systems alignment:

- Meetings of the joint steering Committee to finalize actions needed for phase 1 (Finance and ICT)
- Decisions on financial software and communication with potential suppliers
- Preparation of common Charts of accounts

On the Cotonou alignment

- Work out details on services, staffing, costings, reporting lines, etc.

In general, consultations are taking place to learn from existing CGIAR expertise:

- The CGIAR Internal Audit Director was consulted in Cotonou during week of 25 September
- IWMI / Worldfish on existing alignment
- ILRI/ICRAF on ESA alignment

Mid-term plan for 2007 onwards

As per the framework proposed in July 2006.

Changes will be required as we proceed.

Why align in Cotonou if WARDA will return to Cote d'Ivoire?

- The WARDA Board decided to stay in Cotonou for at least 3 more years
- Political experts indicate that the situation will probably take 7 to 10 years before it returns to normality.
- Assuming that WARDA and IITA spend approximately US \$ 20 Million per year from Cotonou:
 - 3 years will involve the management of US \$ 60 million
 - 10 years will involve the management of US \$ 200 million

- Even during a three year period several benefits can be achieved:
 - Immediate rationalization of CS and Research Support Services in Benin
 - Medium and longer term rationalization of systems across West and Central Africa

It is understood and agreed that every effort to align in Cotonou is to be undertaken in such manner that CS and RS can be separated without disrupting IITA or WARDA operations. Each service will have to maintain a "core Cotonou" component and one "moveable" component. This should not be an issue.