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From: The Secretariat

ICW/87/14
 September 9, 1987

International Centers' Week
October 26-30, 1987
Washington, D.C.

Agenda Item 14

ILCA's Response to the 1986 External Management Review

Attached are a report from the secretariat on the steps taken by ILCA to respond to the 1986 external management review and a detailed statement by ILCA on the same subject. These documents are for consideration of the Group under Agenda Item 14.

Attachments

Distribution

CGIAR Members
 Center Board Chairman
 Center Directors
 TAC Chairman
 TAC Members
 TAC Secretariat

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September 9, 1987

Mr. W. David Hopper
Chairman
Consultative Group on International Agricultural Research
1818 H Street, N.W.
Washington, D.C. 20433

Dear Mr. Hopper:

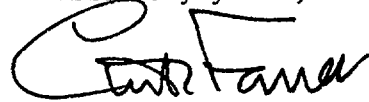
At the conclusion of the discussion of the ILCA external reviews during ICW86, the Group asked the secretariat to report back in a year on the progress made by ILCA in implementing the recommendations made in the management review.

During the last year secretariat staff were in close touch with ILCA's board and management. Our overall view is that the key management concerns identified by the EMR have been adequately addressed by ILCA during the intervening year. The attached paper prepared by ILCA lists the actions taken on each recommendation made by the EMR panel. We would like to note, in particular, the following improvements:

- ILCA has formulated a soundly conceived strategy in a short period of time. Equally important, from the standpoint of the concerns raised in the EMR, the strategy has been prepared through an open, collegial, participatory process which has involved board, management, staff and prominent outsiders.
- The relations between the new director general and the board have been open, cordial and supportive.
- ILCA has made progress in strengthening its board and improving its board procedures. The number of CGIAR nominees has been increased from three to four, as was recommended by the CGIAR last year.
- A personnel manager has been and an internal auditor is being recruited to strengthen the management of human and financial resources.

Given the substantial progress made by ILCA in responding to the concerns raised by the Group during the discussion of the ILCA EMR last year, we suggest that the CGIAR commend ILCA for its achievements in the management area. With the progress made so far, no additional follow-up actions are necessary in connection with the 1986 EMR.

Sincerely yours,



Curtis Farrar
Executive Secretary

Attachment

**ILCA'S RESPONSE TO THE 1986
EXTERNAL MANAGEMENT REVIEW**

**ILCA'S RESPONSE TO THE 1986
EXTERNAL MANAGEMENT REVIEW**

**Document submitted to the
CGIAR Secretariat**

**June 1987
International Livestock Centre for Africa
Addis Ababa, Ethiopia**

ILCA'S RESPONSE TO THE 1986
EXTERNAL MANAGEMENT REVIEW

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ILCA'S RESPONSE TO THE 1986
EXTERNAL MANAGEMENT REVIEW

SUMMARY

The initial ILCA Board of Trustees response to the EMR Report of 1986 was published with the Report in September 1986.

The Board discussed the EMR recommendations at its meeting in Addis Ababa, January 24th 1987. The following is a summary of the actions taken up to June 10th 1987 in response to the EMR recommendations.

There was a total of 36 recommendations made by the EMR. On 11 of these actions has been completed, on 18 action is ongoing, and on 7 action is pending.

RECOMMENDATIONS

Organisational structure and internal communication (Chapter 2).

1. ... that the question of re-establishing the post of Deputy Director General be carefully analysed and resolved by the Board and the new DG as soon as is feasible after he is in place.

The Board of Trustees (Chapter 3).

2. ... that secretarial services provided to the Board be substantially strengthened.
3. ... that the Board carefully think through the planning of its annual meeting agenda to include as much of its deliberations in the open sessions as is feasible.
4. ... that ILCA develop its strategies through an open, collegial, participatory process that jointly involves both management and the Board.
5. ... that detailed reviews of ILCA's programmes be carried out by management using an institutionalised process monitored by and satisfactory to the Board.
6. ... that both African and non-African Board members be chosen because on the basis a wide search they are the best qualified individuals ILCA can identify.
7. ... that the Board systematise the process by which it annually evaluates the performance of the DG, discusses it with him and determines his salary.

RESPONSES

The 1-2 May meeting of the Board authorised the Director General to upgrade the post of Director Research into that of Deputy Director General. The subject of positions of Deputy Director Generals at ILCA will be further addressed by the Executive Committee of the Board in October 1987 based on proposals by the Director General.

The Board Secretariat has been reorganised and institutionalised (as part of the Donor and Board Secretariat in the Director General Office) and a senior staff member appointed as Secretary to the Board and the Executive Committee with specific terms of reference.

Agreed and implemented.

ILCA's new strategy has been developed by joint Board/Management/Staff activities and meetings that involved an open and participatory process.

A new system of programme review has been developed capitalising on the experience of other CGIAR-supported centres. It will be initiated in October 1987 at the Annual Programme Review meeting in which the Programme Committee of the Board will participate.

The procedure for the nomination of new Board members has been reorganised to incorporate this recommendation, other EMR suggestions and some suggestions included in the 'Dillon Report'.

This recommendation was implemented in May 1987.

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| 8. ... that the DG be invited annually to share with the Board (or an appropriate Board committee) his views concerning ways the Chairman's and the Board's effectiveness could be improved. | This recommendation was implemented in May 1987. |
| 9. ... that the Board review the procedures employed and the lessons learned from its current search for and employment of its next Director General. | A Board paper detailing the search procedures used in, and experiences gained from, the selection of the current Director General has been prepared and placed on file. |

**Goal setting, planning and review process
(Chapter 4).**

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| 10. ... that ILCA, in its future strategic planning efforts, employ a process that ensures strong participation from the principal future implementors of the strategy. | Agreed and implemented through full staff participation in the strategic planning process that has taken place in 1987. |
| 11. ... that ILCA make its annual in-house review an important stock-taking, communication, staff development, and forward planning exercise. | The Annual Programme Review meeting scheduled for October 1987 is structured in accordance with this recommendation. |

Human resource management (Chapter 5).

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| 12. ... that ILCA bring to early completion the process already begun (following the recommendations of the QQR) to prepare written descriptions of duties of all staff, with particular emphasis on staff just joining ILCA. | Action ongoing. Consultants on the classification of posts and staff, working with ILCA Administration, have completed the revision of staff job descriptions and are nearing the completion of the classification exercise. |
| 13. ... that two-year contracts be adopted for ILCA's professional staff, though retaining a probationary period as at present. | The issue of staff tenure was discussed at the 1-2 May Board meeting, and a formal proposal by management will be made to the Board in October 1987. |
| 14. ... that ILCA institute procedures to improve the job security of support staff. | An early task of the new Personnel Manager will be the implementation of this recommendation. |
| 15. ... that management take steps to improve the support staff performance evaluation process as soon as in-house professional capacity to do so is acquired. | Such improvement will result directly from the revision of post classifications, this presently nearing completion. |

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| 16. ... that ILCA speed the efforts already initiated in the area of classification of posts and staff. | The deadline for finalisation of this process has been brought forward and policies on this matter should be finalised early in the second half of 1987. |
| 17. ... that a Board sub-committee keep track of key aggregate indicators of the overall effectiveness of the personnel function, using information provided by management. | Action on this recommendation has not yet been completed. The development of key aggregate indicators on the personnel function will be a major function of the newly appointed Personnel Manager. It is proposed that the Executive Committee of the Board would review these aggregate indicators. |
| 18. ... that ILCA employ an appropriately qualified and experienced staff member to head the Personnel Section. | Action completed. A new Personnel Manager was appointed in March 1987 and started his duties in April 1987. |

Research and field management (Chapter 6).

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| 19. ... that ILCA establish a research review committee, to help guide the further evolution of the Centre's scientific programmes. | As stated in the strategy document, it is planned to review the protocols covering all research programme activities annually. Such reviews will be a direct function of ILCA management and the Programme Committee of the Board. Additionally, it is planned to review and evaluate each of the six research thrusts at least biennially. Such a review process will be done through thrust planning conferences attended by ILCA research staff and peer research colleagues from institutions in Africa, from institutions outside Africa and from international organisations. |
| 20. ... that ILCA strengthen the effort already being made to identify and support young African scientists who would most benefit from ILCA's challenging research environment. | Aspects of collaboration with African scientists are discussed in the strategy document. Efforts referred to in this recommendation are currently being strengthened. |
| 21. ... that ILCA strengthen its efforts to attract senior African scientists who can contribute to ILCA's programme, coming for short periods (2-6 months). | The strategy document makes provision for increased numbers of African scientists to contribute to ILCA's programme. |

Financial management (Chapter 7).

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| 22. ... that ILCA management, with the assistance of the Board, develop and implement a fund-raising strategy, in an effort to expand its funding base and reduce the reliance on a few donors. | Action on this recommendation has been initiated with the formation of the Donor and Board Secretariat in the Director General's Office. Specific fund-raising strategies are currently being developed, such strategies being related to the chosen priorities in ILCA's research, training and information programmes. |
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| <p>23. ... that consideration should be given by management to the preparation of multi-year indicative budget plans as a basis for annual funding decisions and improved planning.</p> | <p>Action on this recommendation has been initiated with the preparation of a draft programme and budget covering the next 5 years in conjunction with the development of ILCA's new strategy. An initial presentation of this document will be made to TAC in October 1987 followed by final presentation early in 1988 following the completion of the six thrust planning conferences scheduled for 1987.</p> |
| <p>24. ... that consideration should be given to implementing a system of periodic reviews of benefits and costs of programmes for improving research operations and prioritising research activities.</p> | <p>This recommendation is accepted and the implementation of periodic reviews of benefits and costs of programmes, for improving research operations and prioritising research operations, will begin immediately.</p> |
| <p>25. ... that ILCA develop and implement a programme-based budgeting system.</p> | <p>Action currently being effected.</p> |
| <p>26. ... that ILCA adopt a modified system of project costing which would not require elaborate accounting, and yet generate the data required for research management and decision-making.</p> | <p>The system of project costing is currently being modified according to this recommendation.</p> |
| <p>27. ... that the annual budget submission memoranda be improved to ensure a more meaningful review of budget submissions.</p> | <p>The format for budget submissions is currently being revised in line with this recommendation and will be implemented in 1987.</p> |
| <p>28. ... that authority to commit expenditures should be set out for various levels of staff so that the managers of each cost centre can incur certain expenditures in accordance with their authority and budget without prior approvals.</p> | <p>The authorities of different levels of staff to commit expenditures are currently being reviewed and revised in line with this recommendation.</p> |
| <p>29. ... that in future years the decisions on which field programmes should be audited and the scope of the audit work to be carried out should be left to the discretion of the external auditors.</p> | <p>Action implemented following the report of the external auditors to the Board of Trustees in May 1987.</p> |
| <p>30. ... that the management appoint an internal auditor, with full-time responsibilities to carry out an appropriate and comprehensive programme of internal auditing at the Centre.</p> | <p>Action initiated, the post of Internal Auditor having been advertised in May 1987.</p> |

31. ... that the Audit Committee, in its regular periodic meetings with the External and Internal Auditors, place increased focus on ascertaining the efficiency and effectiveness of the internal auditing function, and on ensuring that appropriate systems exist for implementation and follow-up of audit recommendations.
32. ... that the management reassess its current investment strategies and policies to consider a broader range of investment instruments and maturities.

The Audit Committee addressed these issues at its meeting at the end of April 1987. Action will be implemented following the appointment of the Internal Auditor.

The Board addressed this recommendation at its 1-2 May meeting in agreeing that ILCA follow a conservative investment policy.

Information management (Chapter 8).

33. ... that ILCA limit itself to networks which have active participation by members and ample administrative resources or a high degree of donor interest capable of supplying such assistance as the network expands.
34. ... that ILCA seek added resources to strengthen bilingual capacity throughout its programmes.

Action on a network policy paper has not yet commenced, but will follow the reassessment of ILCA's current networks through the six thrust planning conferences planned for 1987.

The need for action on this recommendation is agreed. However, completion of ILCA's response will, it is expected, be over a number of years.

Administration and headquarters (Chapter 9).

35. ... that ILCA realign Administration Department functions and appoint a professional to handle certain functions now reporting directly to the Head of Administration, including liaison with field programmes.
36. ... that the resource planning for a programme of priority construction, as agreed with the Board, should be carried out sufficiently in advance to allow time for tendering in view of shortage of materials and suitable contractors.

Action on the realignment of ILCA's Administration Department's functions was started early in 1987 and included the appointment of a Personnel Manager. The structure of the Administration Department will be further considered later in 1987.

Action on this matter is currently being pursued.