

## 4.1 Development of the Secretariat during Inception

### 4.1.1 Staff

In CABI's initial proposal there was a commitment to deliver a lean, transparent and efficient Secretariat, with staff and facilities ready to operate from CABI premises from the first day of inception. In order to get an operational Secretariat up and running quickly a range of key posts were filled immediately by employees of CABI (Elizabeth Dodsworth, Martin Parr, Paul Day, Jill Rischbieth), and paid consultants (Tim Davies and Liz Carolan) using CABI's premises and equipment. The team was then supplemented by new employees (Ben Schaap, Ana Brandusescu, Jo Shockley) and partners (Johannes Keizer, FAO).

The team have worked together through a combination of frequent communications and project/task management and digital tools, supplemented with face-to-face workshops that have focused on collaborative activities including the *Theory of Change* and the *Advocacy and Influencing Strategy*.

The final and most difficult role to fill was the Executive Director role. In the early stages of the recruitment process each of the donors was encouraged to nominate potential names and this generated a substantial list of possible candidates. In addition CABI, on behalf of the GODAN Secretariat, advertised the role in *The Economist* and also posted the role on relevant websites.

In total we received 38 applications from the open data and the agriculture sectors and related organizations. The standard was high but review of the applications helped crystallise the characteristics, knowledge and skills we were seeking.

We selected a shortlist of 8 candidates and shared their details with some donors, requesting feedback. We conducted initial skype/phone interviews, with Jaime Adams from US Government and Seb Mhatre from UK Government. From these screening interviews we were able to identify three candidates to invite to face-to-face meetings. Once again representatives from USDA and DFID joined the interview panel. The standard of applicant was high but the interview panel unanimously identified André Laperrière as the lead candidate.

The Secretariat is now fully staffed, including one temporary volunteer, a Wageningen Masters graduate, offering project support:

André Laperrière	Executive Director of the GODAN Secretariat ( <i>appointed July starts September 2015</i> )
Martin Parr	Programme Manager (from January 2015) (UK)
Ben Schaap	Research Lead (from February 2015) (NL)
Johannes Keizer	Strategic Partnerships Lead (from May 2015) (IT)
Jo Shockley	Strategic Communications Advisor (from May 2015) (UK)
Ana Brandusescu	Research and Partnerships Advisor (from April 2015) (NL)

## **Volunteer**

Puja Mishra            Research support (from May 2015) (NL)

Additional staff administration and communications support is provided on an *ad hoc* basis by CABI communications team staff. GFAR have also made in-kind commitments to support the secretariat and we are in the process of agreeing the detail of the arrangement.

### **4.1.2 Office facilities**

The secretariat is co-located at CABI Offices in the UK and the Netherlands, and at FAO in Rome. GODAN has set up a small formal office in the UK at CABI-HQ in Oxfordshire to host the Secretariat Director and Programme Manager, Communications and to provide a space for team meetings, including video conferencing. Several organisations have provided hot desk facilities for staff at various locations. ODI built this formally into their in-kind offer to the secretariat. Wageningen UR provides support for the Netherlands Team with office and library facilities. Wageningen UR also facilitates students and volunteers for research activities.

### **4.1.3 Digital tools**

The Secretariat operates from a range of global locations and interacts with donors and partners around the world. It is therefore important to work in a collaborative and innovative fashion. Remote working is facilitated by the routine use of open-source digital tools to support project planning, coordination and communication.

Within the collaborative workspace we created a document which is a [living guide](#) reference needed to the tools and services used by the GODAN secretariat team.

Google Drive offers a platform for document sharing and collaboration. It supports live collaborative documents which can be shared:

- View only
- For comments - with the ability for people to suggest updates, similar to 'track changes'
- For live editing - when multiple people can edit the document at the same time

We have three 'root' folders in Google Drive.

- (1) GODAN Team - shared with core GODAN project team members. This is mainly the people with a @godan.info e-mail address.
- (2) GODAN Partners - for any content which should be accessible to partners. This contains a folder called 'All Partners' and may contain additional folders shared with a sub-set of partners.
- (3) GODAN Public - for content accessible by the general public. Any files in this folder will be made accessible to anyone who has the link to view them.

Milestones, projects and tasks are managed through another open app TeamWork, which provides individual task lists but allows managerial oversight of tasks and deadlines.

We have CiviCRM configured as a Contact Relationship Management system. This is integrated with the GODAN Website and will be integrated with the new website that is currently in design.

To ensure any tools that are implemented meet standards and are managed in a way that ensures security and stability CABI's Enterprise Architect has input into the website and tool development plans and CABI IT support staff support secretariat equipment, software, and hold accounts and security responsibility for GODAN sites and cloud-based tools.