

# Presentation Outline

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## About IAPRI

- History
- Structure and organization
- Core skills and competences
- Staff retention and incentives

Factors of success

Past and current challenges

Concluding remarks

# About IAPRI

# History of IAPRI

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- IAPRI was established following three successive phases of MSU Food Security Research Project (MSU/FSRP)
  - USAID funding since 1999 (later joined by Embassy of Sweden in 2007)
- FSRP structure did not provide an obvious exit strategy whereby the research and outreach conducted could be sustainably localized.

# History of IAPRI

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- MSU supported the establishment of a local Institute to undertake research, outreach and capacity building activities in collaboration with key stakeholders in the agricultural sector
  - Merge with existing institution?
  - Be a quasi government institution (receive government funding)?
  - **Go it alone?**
- IAPRI was incorporated on 5 October 2011 under the Companies Act of Laws of Zambia as a **private company limited by guarantee** with a local Board of Directors.
- Ministry of Agriculture and Livestock is one of the main client and collaborator (was Chair of Advisory Board of FSRP)

# Vision and Mission

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- *Vision:* To be the Centre of Excellence for Agricultural Policy Research and Outreach in Zambia
- *Mission:* IAPRI exists to carry out agricultural policy research and outreach, serving the agricultural sector in Zambia so as to contribute to sustainable pro-poor agricultural development.

Requires highest standards of credibility and integrity

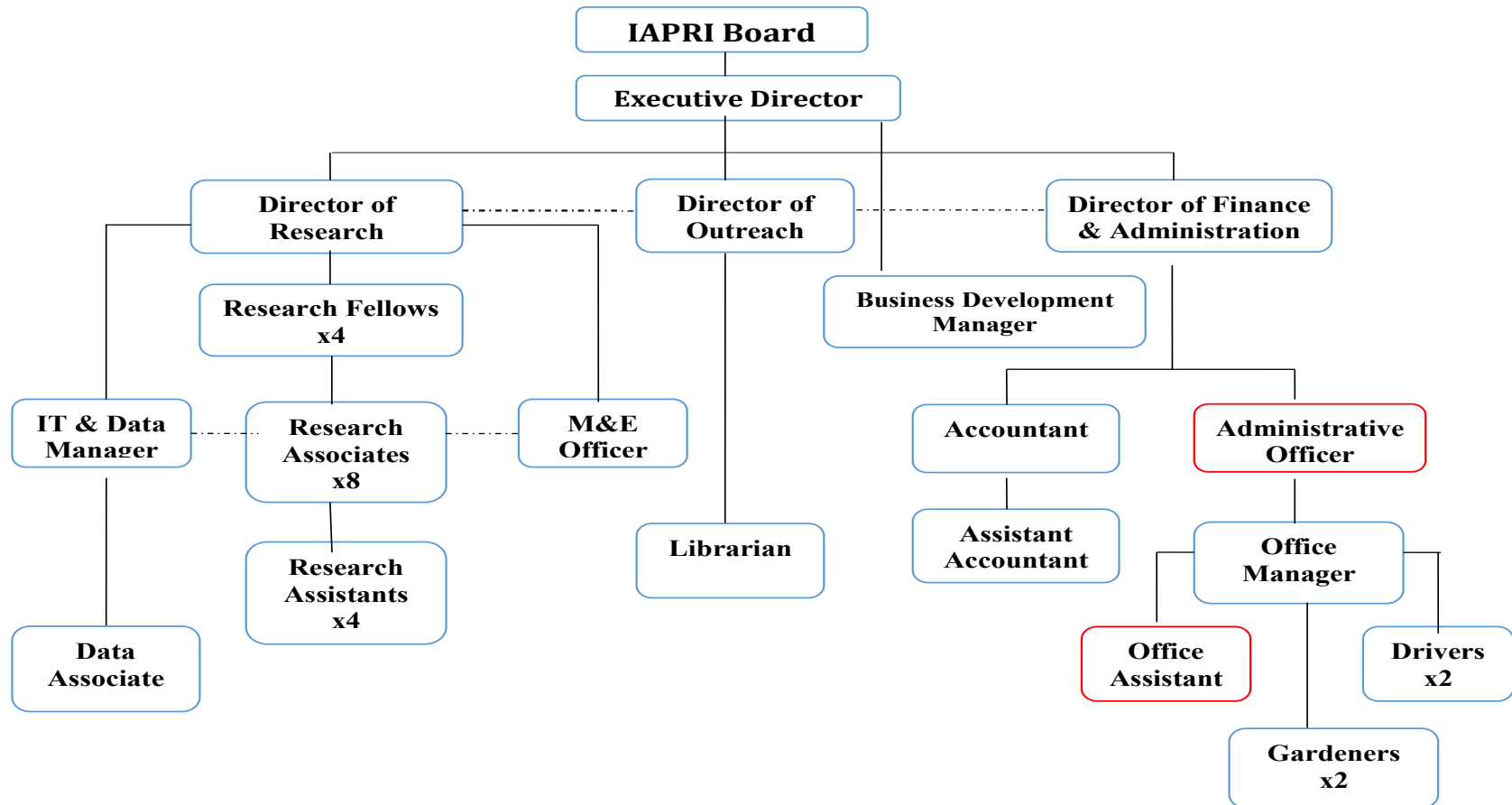
# Governance Structures

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- **Registration:** Companies Act Cap 388 as a company Limited by Guarantee-incorporated on 5<sup>th</sup> October 2011, Registration # 96001
- **Promoters/Guarantors:** two esteemed independent individuals proposed by the majority of members
- **Members/Subscribers:**
  - **Ministry of Agriculture;** Ministry of Fisheries and Livestock; **Ministry of Commerce; Trade and Industry; Central Statistical Office**
  - **University of Zambia, Department of Agriculture & Natural Resources; Institute of Economic and Social Research; Zambia National Farmers Union, Agriculture Consultative Forum; Women in Agriculture, Millers Association of Zambia, Grain Traders Association of Zambia, Programme against Malnutrition, International Research Institute/University (MSU)**
- **Board of Directors:**
  - Drawn from both public and private sector
  - Guided by Articles of Association & the Board Charter

# Structure and Organization

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# Management Structures

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- **Executive Committee (EXCOM):**
  - Executive Director
  - **Directorates**
    - Research Director
    - Outreach Director
    - Finance & Administration Director
- **Senior Management**
  - EXCOM
  - Senior Research Staff
  - Business Development Manager



# Research Agenda and other core functions

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## ■ Research Themes

- Market Trade and Development
- Public Policy & Spending
- Natural Resources Management & Climate Change Adaptation and Mitigation
- Productivity & Poverty Reduction
- Agriculture, Food and Nutrition
- Emerging issues

## ■ Outreach

- Infographics , Documentaries (targeted to general public)
- Provincial outreach meetings; meetings with political parties, House of Chiefs and Parliamentarians
- Meetings with Ministers; Directors and Technical staff

## ■ Capacity Building

- Graduate research scholarship programme
- Institutional capacity building (CSO, MAL, ZNFU, UNZA)
- Internship programme

# Who determines the agenda?

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- The IAPRI research agenda is set by the Board (**issue of independence**)
  - Strategic plan
  - Thematic areas
- Program funding: broad agenda usually set by funder - **give priority to programs that fit into IAPRI thematic areas** - minimum threshold of **US\$20K**
- Emerging issues (**can be time consuming but key for Institute's relevancy**)

# Staffing - Core Skills and Competences

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Key Staff	Core Skills and Competences
Executive Director	Former Deputy Minister, MP, Business Leader, Ag Economics Training, MSc.
Director of Research	PhD (research, outreach and capacity building experience)
Director of Outreach	MSc. (Former Civil Servant, Donor experience)
Director of Finance and Administration	ACCA, MBA, Mphil (Donor experience)
Research Fellows (X2)	PhD (Lead thematic areas – 3+ years experience)
Business Development Manager	MSc. (research experience)
Research Associates (X5)	MSc. (2+ years experience, )
IT & Data Manager	BSc Computers
Research Assistants	MSc. (entry level)
Monitoring & Evaluation Officer	MSc. (2+ years experience)
Communication and Media Specialist	Recent Position, Media background (2+ years experience)
Web Manager and Librarian	BSc (2+ years experience)

# Salaries & employment terms

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- Salaries
  - Very competitive
  - Above regional average
  - Level depends on experience
- 3 year contracts (renewable every year based)
- Annual performance contracts

# Staff retention and incentives

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- IAPRI's survival depends on retaining key management and research staff
  - Experienced staff reaching a ceiling in terms of promotion [no desire to do PhD studies)
  - Research associates wanting to leave and pursue PhD studies [currently cannot guarantee employment upon return – funding structure]

# .....Staff retention and incentives

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- Recently asked by Board of Directors to put together a proposal on how to mitigate this risk
- **Some emerging ideas**
  - Specially tailor made programs with partner academic institutions
  - Doctoral studies through Research (DPhil)
  - Possibly signing non-binding MOU with staff wishing to do pursue PhD studies
  - Etc.

# .....Staff retention and incentives

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- 25% gratuity paid out each year as part of contract terms
- Communication allowance
- Staff development training courses each year (both internal and external)
- Because the salary is already attractive – staff working under BDU do not get any extra incentive.

# Factors of success

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- Board of Directors
  - Diverse (credibility and independence)
  - Chairperson from private sector, Deputy from the public sector
- Executive Director
  - Well respected public and business person
  - Politically connected, opens doors for uptake of research products
- Funding sources (no government funding)
- Attracting other donors due to quality of outputs
- Indigenous nature of Institute
  - Zambia staff leading the research and outreach
  - MSU providing capacity building support in the background (too much visibility was a risk)



# Factors of success

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- Strong financial and management structures
- Close collaboration with the Ministry of Agriculture and Livestock, Policy and Planning Unit
  - Joint research and outreach activities
  - Policy development assistance (Respected Think-tank)
  - Located outside the Ministry (independent)

# Factors of success

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- Availability of nationally representative rural farming sector data collected in collaboration with MAL & CSO
- MOUs with key local institutes and regional bodies
- Business Development Unit to address sustainability issues
  - Creating demand for IAPRI's Technical capacity
- Close monitoring of risk matrix

# Past and Current Challenges

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- Uncertainty of availability of future funding support from the donor community;
- Ability to continue attracting and retaining highly qualified Zambian researchers.
  - local staff turnover to pursue PhD studies
- Unpredictable government policies
  - Maize centric (Mostly dealing with fertilizer and maize marketing issues)

# Concluding Remarks

- Needs to have a highly motivated team
- Research outputs need to be of high quality and should be timely
- Most of the research need to be internally generated to demonstrate capacity to do research. **Limited work can be hired out**
- Need to find ways of rewarding high performers

# THANK YOU