Presentation Outline

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

- 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

- 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

- **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

- **Registration:** Companies Act Cap 388 as a company Limited by Guarantee-incorporated on 5th 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
Management Structures

- **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

- **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?

- 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

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

- **Salaries**
  - Very competitive
  - Above regional average
  - Level depends on experience

- **3 year contracts** (renewable every year based)

- **Annual performance contracts**
Staff retention and incentives

- 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

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

- 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

- **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

- 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

- 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

- 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 ad 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