TOWN HALL

ILRI Staff

Jimmy W Smith

24th April 2014

Performance *Integrity* *Change*

ILRI
INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE

CGIAR

In this update

1. Restructuring, repositioning & consolidating ILRI

- ❑ Where we came from
- ❑ Where we are now
- ❑ Where we are going

2. Managing change

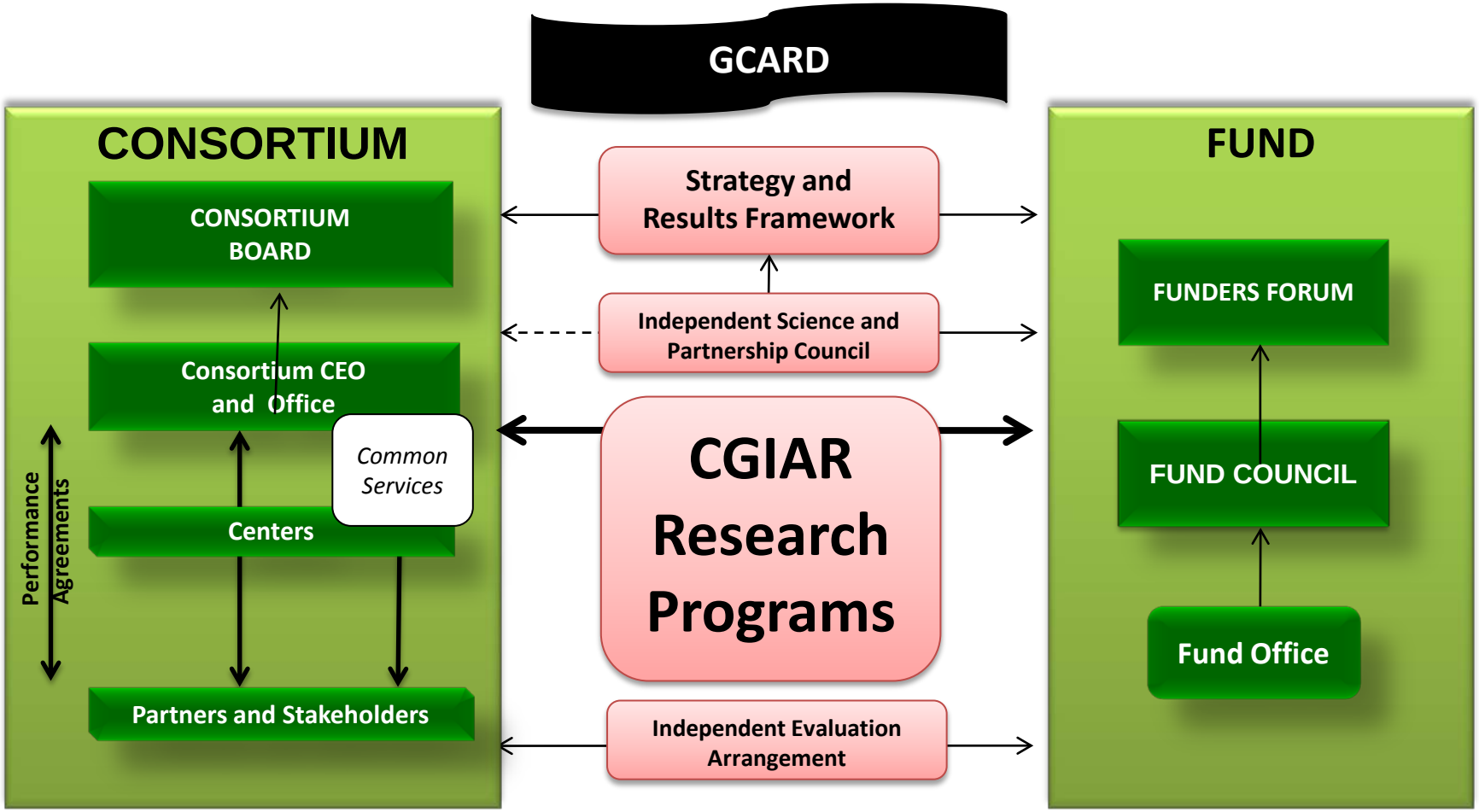
- ❑ Adjusting to John's departure
- ❑ Expanded portfolios for Martin and Shirley
- ❑ An ILRI fit for purpose --People and Organizational Development Department

3. Adjustments to compensation in 2014

ILRI CGIAR

Where have we come from

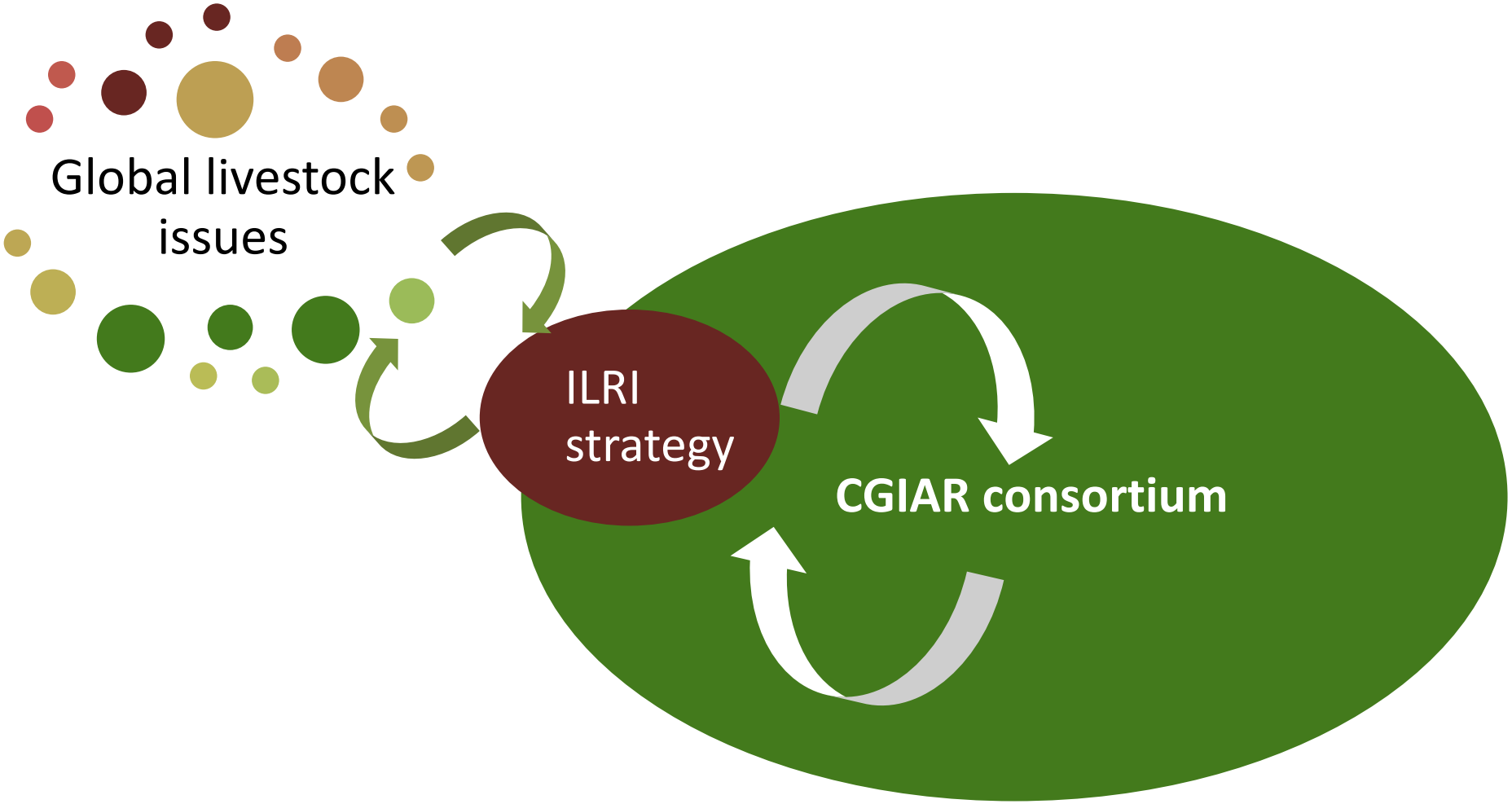
New CGIAR institutional framework
Partnerships at all levels



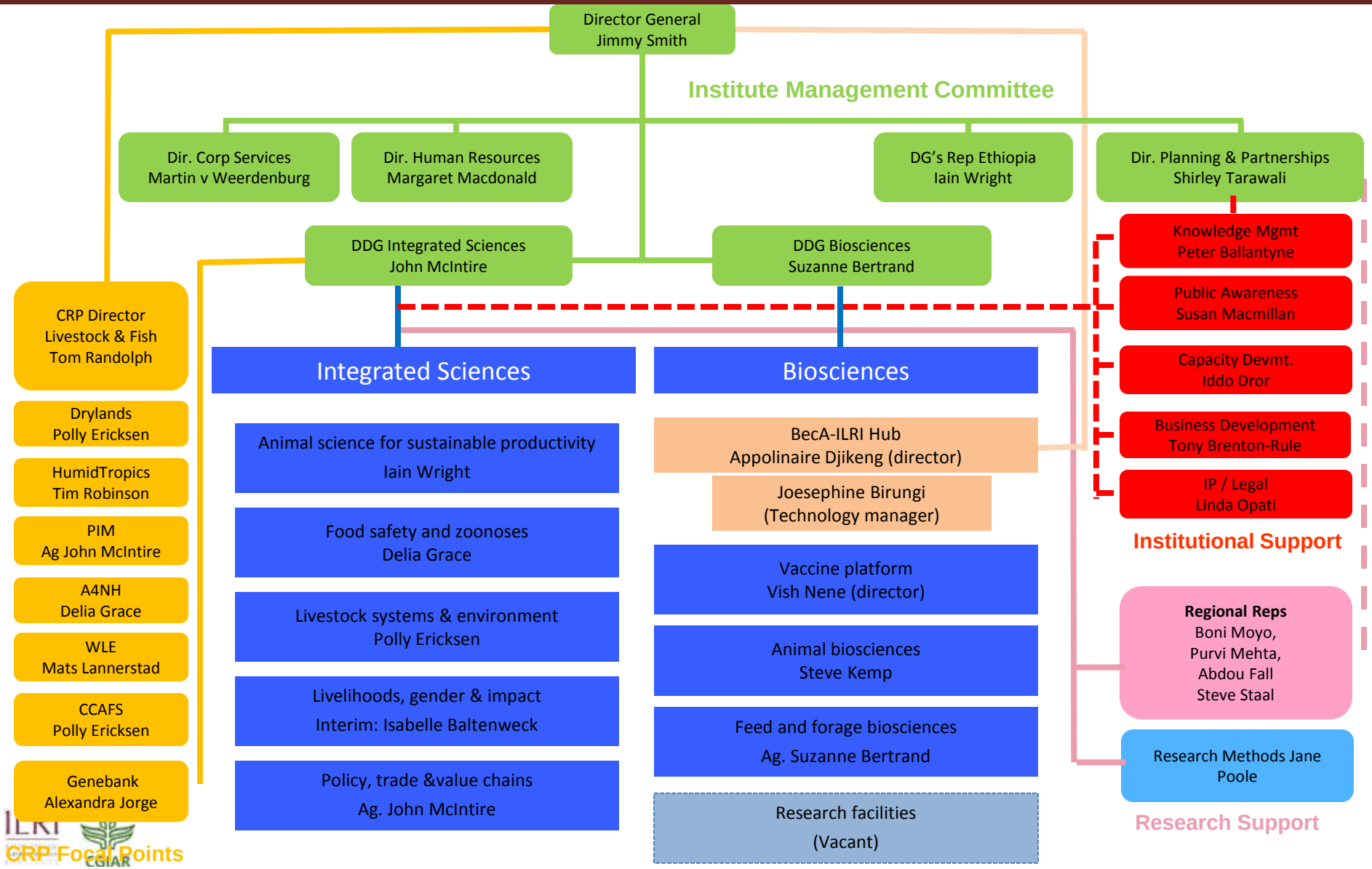
The Portfolio of CGIAR Research Programs

Dryland Cereals Grain Legumes Livestock and Fish Maize Rice Roots, Tubers and Bananas Wheat
Climate Change, Agriculture and Food Security Forests, Trees and Agroforestry Water, Land and Ecosystems
Humidtropics Aquatic Agricultural Systems Dryland Systems
Policies, Institutions, and Markets
Agriculture for Nutrition and Health
Genebanks

ILRI strategy and the CGIAR Consortium



Research & research support



Where we are now

Financial performance 2011 - 2013

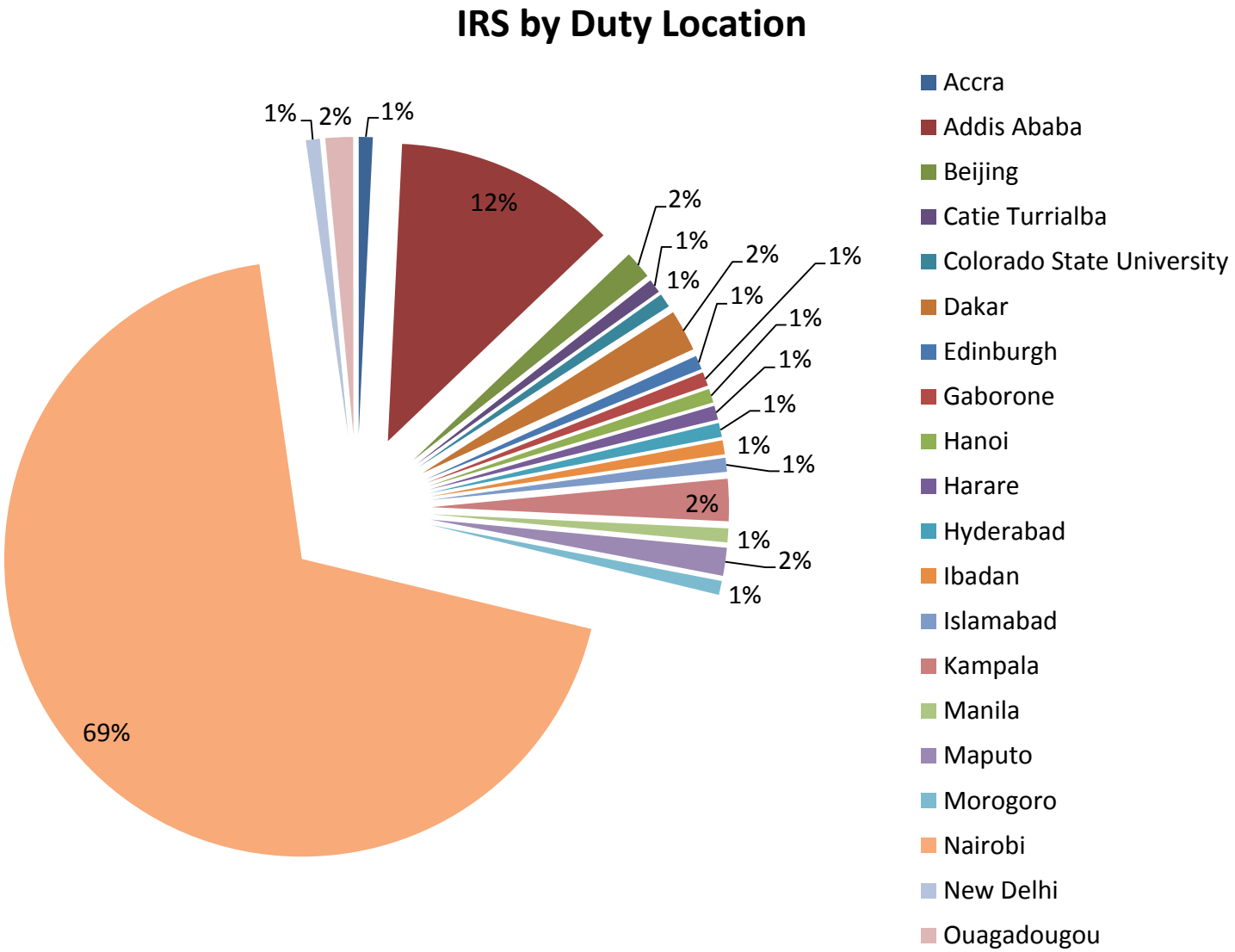
Item	2011 Actual $'000'	2012 Actual $'000'	2013 Actual $'000'	2014 Budgeted $'000'
Budgeted	45,172	64,188	75,438	83,676
Expenditure	42,957	56,504	73,571	
Execution rate	95%	88%	98%	
Overhead	23%	20%	14%	15%
Capital Expenditure	2,428	1,677	4,552	7,438

ILRI CGIAR

Staff strength and Locations

REGION	Country of Posting	INTERNATIONALLY RECRUITED STAFF	NATIONALLY RECRUITED STAFF	TOTAL
EAST AFRICA	Kenya	97	289	386
	Ethiopia	17	215	232
	Tanzania	2	0	2
	Uganda	3	2	5
TOTAL EAST AFRICA		119	506	625
SOUTHERN AFRICA	Harare/Mozambique/Botswana	4	5	9
SOUTH ASIA	India/Pakistan	3	24	27
SOUTH EAST ASIA	Vietnam/China/Philippines	6	1	7
WEST AFRICA	Burkina/Nigeria/Ghana/Senegal	8	5	13
OTHER	UK	2	0	2
	USA	1	0	1
	Costa Rica	1	0	1
Total Other		4	0	4
TOTAL AT MAR 2014		144	541	685

IRS strength and locations



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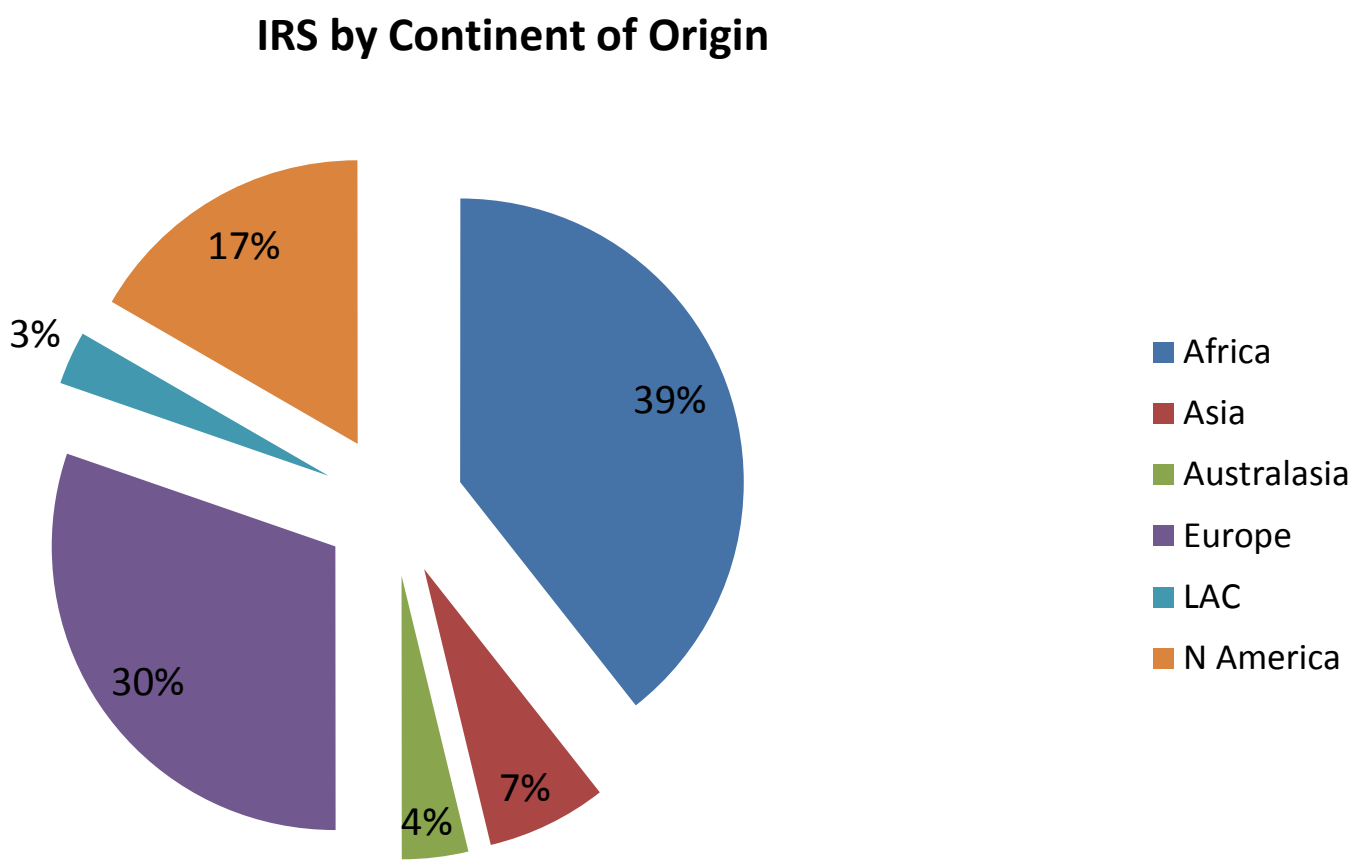
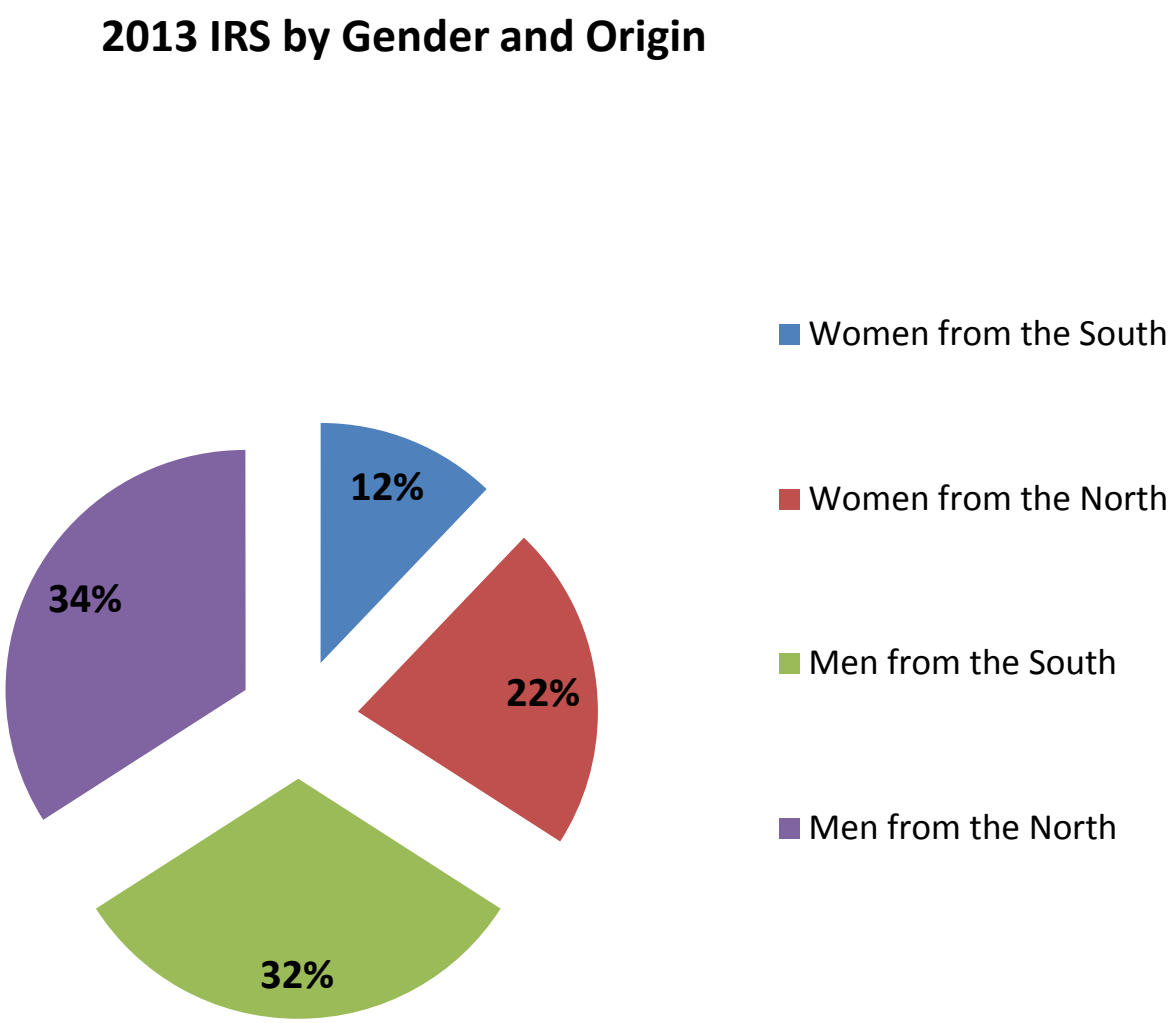
IRS diversity



Diversity in our IRS workforce



CGIAR – ILRI Gender

	CGIAR Overall 2013	ILRI 2013
Women /Total Staff	33% (2008: 29%)	**34%**
Women/ Total National Staff	30% Male dominated support in some centres	**35%**
Women / Total International Staff	32%	**34%**
3 of 6 reports to the Director General at ILRI are Women		

3 of the 6 reports to the DG of ILRI are women

14 of 28 next level managers are women

The reclassification exercise

NRS and IRS Support applications through online job reclassification system

- 97 applications
  - 11 rejected
  - 14 on hold
  - 23 awaiting supervisor approval
  - 49 fully completed applications
- 49 review meetings held in Addis and Nairobi
  - Review meetings taking 60-120 mins (30 mins scheduled)
- Results will be submitted to IMC for review in early May.

Promotions among the scientist cadre

IRS Scientific Grades: Scientist, Senior scientist, Principal scientist

7 applications for Scientist promotions: 5 approved

4 staff promoted from *Scientist* to *Senior Scientist*

- **Han Janlin** **Silvia Silvestri**
- **Bernard Bett** **Paul Guthiga**

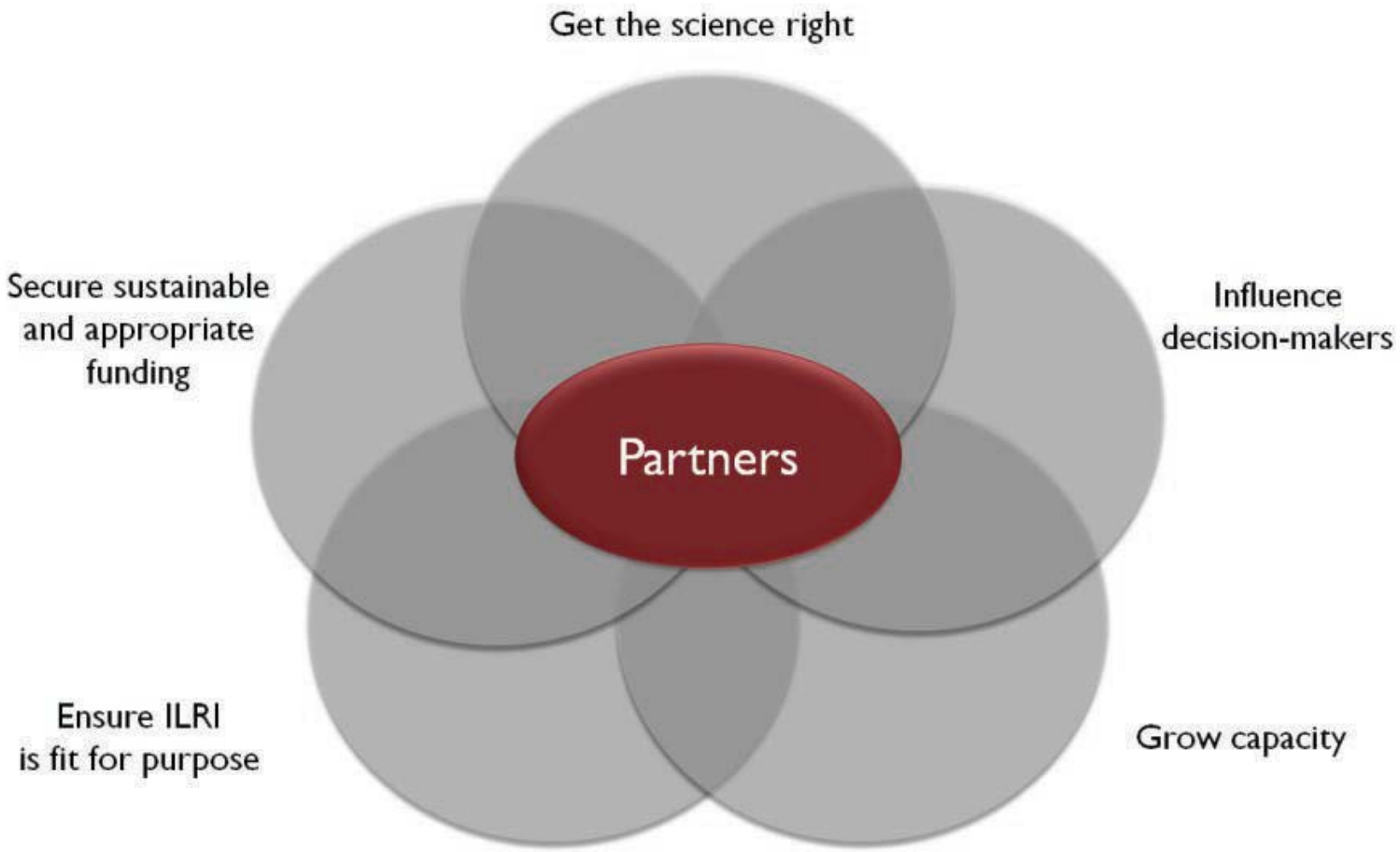
1 staff promoted from *Senior Scientist* to *Principal Scientist*

- **Okeyo Mwai**

2014 call for promotions to go out.

Where we are going

The critical success factors



Getting the Science Right

- ❑ **Finalizing the Science Plan**
- ❑ **Obtaining stronger staff buy-in**

ILRI Fit for Purpose

- **Staff as the main resource of the institute**
  - Workforce plan: increasing proportion of ILRI jobs will be in research and business support
  - Employment model: where ILRI sits on the project-based --- career-based continuum
  - Competitiveness: positioning in the relevant markets and ability to attract and retain talent
  - Affordability: both immediate and longer term

The future ILRI and the trade-offs

- ILRI average length of service:
  - NRS **– 5.5 years** (third of NRS joined since 2012)
  - IRS – **4.8 years** (half of IRS joined since 2012)
- ILRI aims to offer longer term careers for NRS and IRS and find the optimal position for different job groups to ensure attraction and retention of the talents needed

ILRI@40

ILRI
40
YEARS

Why?

This year marks 40 years international pro-poor livestock research carried out by ILRAD (since 1973), ILCA (since 1974) and now ILRI (since 1994).

When?

ILRI will be exactly 20 years old in September 2014.

What?

We will hold a series of events and activities later this year to:

- Raise awareness about the important roles that livestock play in sustainable development globally
- Showcase major accomplishments of ILRI, its forerunners and its partners
- Look forward to the livestock research challenges and opportunities we can expect in the coming 40 years
- Connect with former staff, students and alumni and strengthen relationships with partners

ILRI@40
Sustainable livestock options for food, nutrition and economic security

Four decades of research to make a difference

Better lives through livestock

ILRI@40
Main events

- Tropentag. September, Czech Republic
- World Food Day/Borlaug Dialogue, October, USA (following events at ILRI around the World)
- 6th All African Conference on Animal Agriculture. October, Kenya
- ILRI@40. Sustainable livestock options for food, nutrition and economic security. *Four decades of research to make a difference.* November, Ethiopia
- 'family days' in Kenya and Ethiopia
- Other events may also use ILRI@40 branded material

Your institute needs you!

ILRI 40 YEARS

We would like to inform former staff and students
Give us their contacts or connect us to them!

Do you have an event, a launch, or an outcome later in the year you'd like to highlight?

Give us inputs and ideas! Be a volunteer!

Guidance on using the logo, social media, opportunities coming soon!

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Nadine Sanginga: n.n.sanginga@cgiar.org
Basic info at: http://ilri40.wikispaces.com

Managing change

Managing Change

John's departure

- Iain Wright –Interim DDG-IS (Move to Nairobi in June)
- Siboniso Moyo (Boni) –Program Leader (ASSP) & DG's Representative in Ethiopia (move to Ethiopia in July)
- Recruit a new Representative for Southern Africa

Expanded roles

- Martin van Weerdenburg --Chief Operating Officer
- Shirley Tarawali –Assistant Director General

New Department –People and Organizational Development

- Patricia Chale –Director
- Margaret Macdonald-Levy –Associate Director

ILRI CGIAR

Adjusting salaries in 2014

Adjusting salaries in 2014

- Based on new comparators and market surveys significant adjustments made in 2012 & 2013
- The aim is to make ILRI the employer of choice where ever we operate
- ILRI staff not based in Kenya or Ethiopia are governed by other centers employment rules –but are still ILRI staff and we must do a better job of looking after for them
- ILRI will put in place a sound performance incentive scheme that will reward adequately the top performers in the organization annually
- However, pay cannot be the only attraction to ILRI –intrinsic rewards are also critical, as are opportunities for professional growth and fulfillment, the attractiveness of our values and culture, and performing at the highest level while also having fun

Adjusting salaries in 2014 (NRS)

❑Nairobi:

1. 7.5 % across the board (completed performance assessments is a prerequisite)
2. Minimum wage of ILRI will be KSh40,000 (currently Ksh33,112)

❑ Ethiopia:

1. 2C and above 30%
2. 2B and below 25%
3. All other 20%
4. Minimum wage of ILRI will be Birr 3,000 (currently Birr 1940)

Performance incentive

20% of all Kenya and Ethiopia NRS will be awarded one-off performance incentive of 10% of their annual salary for 2013

ILRI will put in place a sound performance incentive scheme that will reward adequately the top performers in the organization annually

ILRI CGIAR

Where we are now

The active role of the Nairobi staff council

- **Helping to improve communication**
- Working to make ILRI a better organization and place to be
- Can we improve the bus routes
- Nurse on Campus
- Proposal to change job title from Research Technician to Research Associate
- Top 14 issues survey

2. Enhanced remuneration

3. Performance based incentives

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Adjusting salaries in 2014 (IRS)

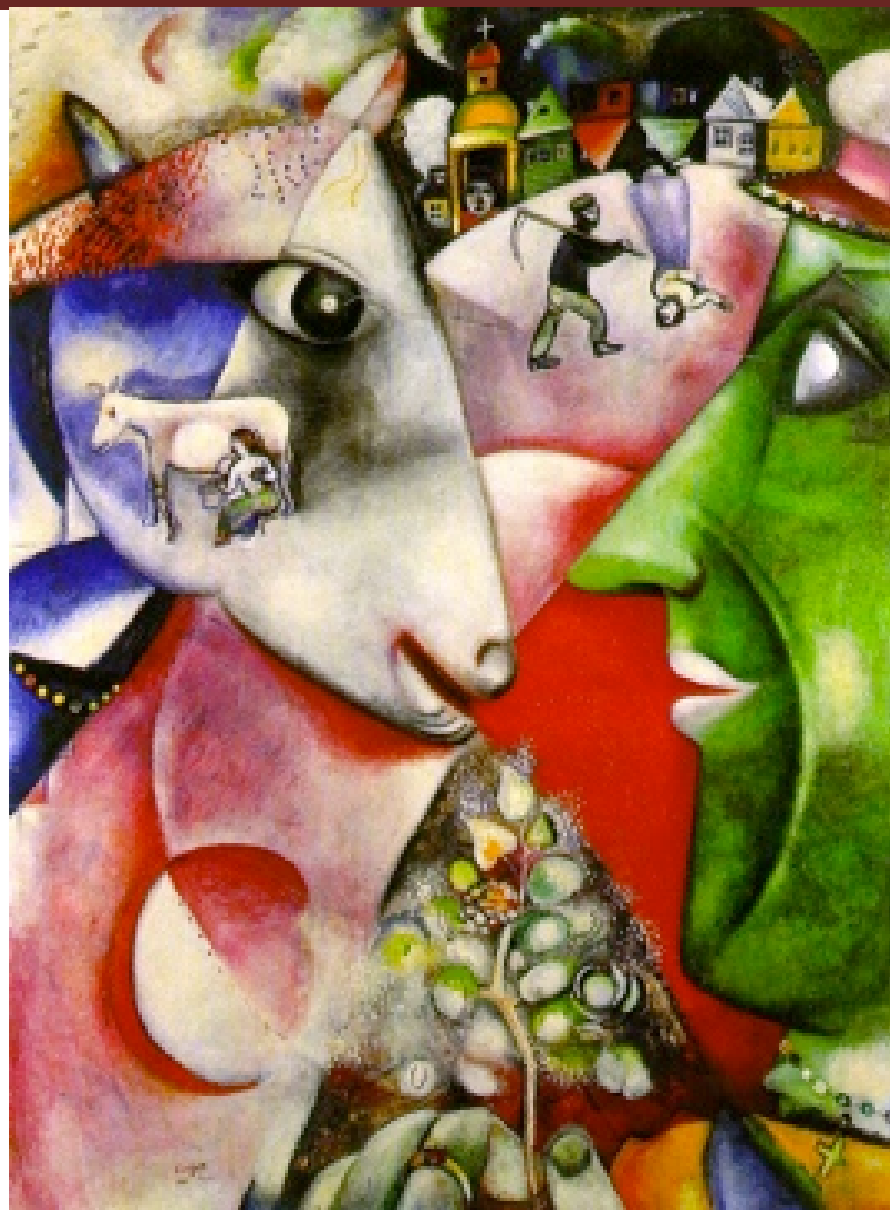
- 2013 CGIAR Birches survey confirmed ILRI was at or above the median of CGIAR centres
- An ILRI commissioned Birches study to make ILRI an employer of choice at the international level is still being worked on
- **However, a 5.5% adjustment will be awarded now, pending the results of the Birches study on compensation and benefits (completed their performance assessments is a prerequisite)**
- **20% of staff will get a 7.5% of their annual salary as a performance incentive.**

ILRI CGIAR

ILRI staff commitments

- **Mission:** commits to the ILRI mission and loves what ILRI does
- **Values & Culture:** commits to fostering an ethical culture that is inclusive, respectful, performance-focused, innovative, quick to adapt to change **……and fun**
- **3 priorities: Performance, Integrity and Change.**

THANK YOU

ILRI

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