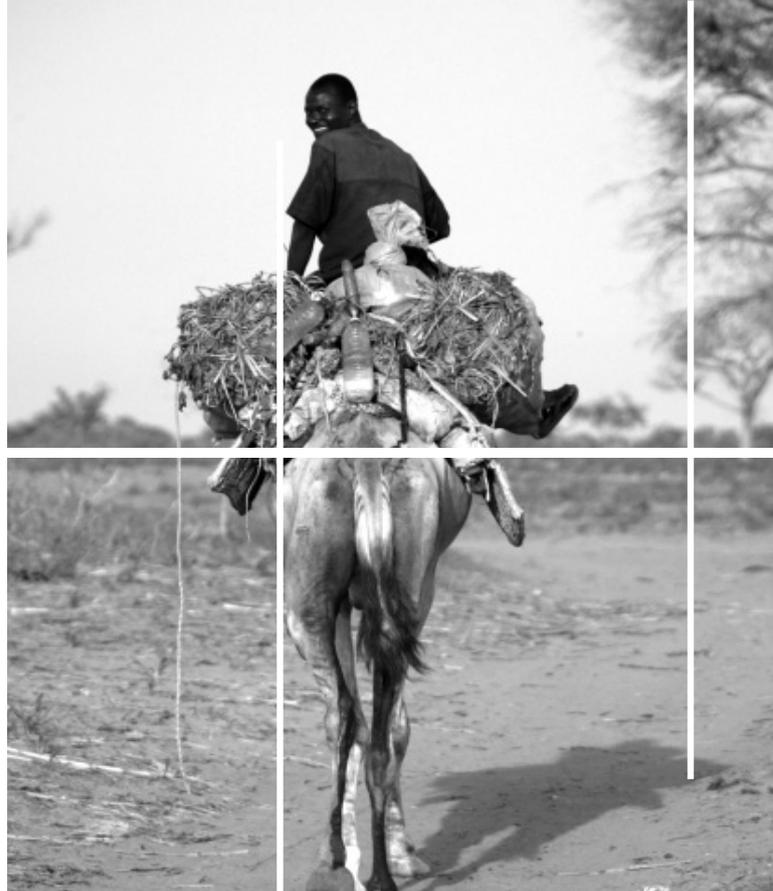


# Livestock research for food security and poverty reduction

## ILRI strategy critical success factors



In 2012, ILRI developed a new strategy for the period 2013–2022. Articulated in the tagline *better lives through livestock*, it incorporates several changes from the previous strategy, moving from a focus on livestock as a pathway out of poverty to a broader agenda that addresses poverty and food security in ways that are environmentally sustainable, good for human health and nutrition, and equitable.

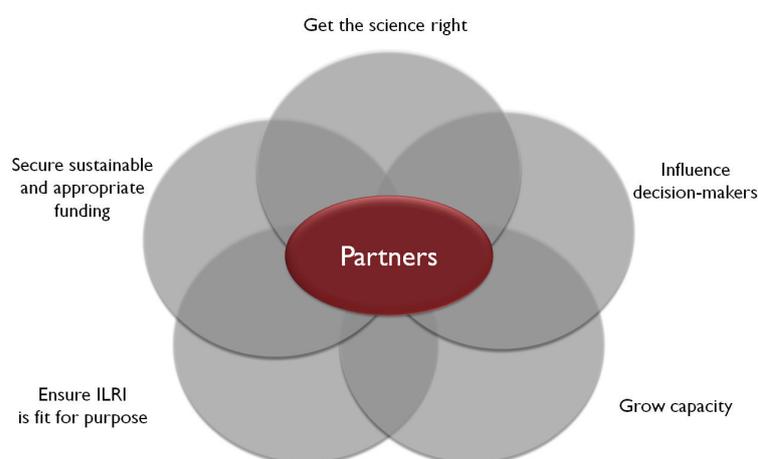
In addition to a vision, mission and three strategic objectives, the strategy identifies five areas where ILRI needs to excel to be able to deliver intended outcomes. These so-called *critical success factors* emerged from an analysis of both the external environment and ILRI's strengths and weaknesses. For each factor, a detailed operational plan will set out objectives, targets and measurable indicators and is the basis for regular monitoring, priority-setting and assessment of outcomes. This brief introduces each of the five critical success factors.

The five critical success factors are:

- get the science right,
- influence decision-makers,
- grow capacity,
- secure sustainable and appropriate funding,
- ensure ILRI is fit for purpose.

In addition to these, partnership remains the institute's fundamental *modus operandi*. This strategy, in which ILRI takes more responsibility for translating research outputs into outcomes and impacts, demands that ILRI reaches out to and engages with a broader range of partners than before.

### Intersecting critical success factors



### Get the science right

ILRI's ability to achieve its strategic objectives depends heavily on implementing excellent livestock science to provide high-quality empirical evidence and to address the most relevant science questions, spanning technology solutions and how and for whom research results are used, i.e. science-based solutions that enable ILRI to improve food security and reduce poverty. This is delivered through a multi-year rolling research strategy and operational plan that determine what ILRI's research agenda and focus should be and what individual skills and institutional capabilities ILRI needs to deliver on its research agenda.

## Influence practice, policy and choices of decision-makers to address the use of livestock in developing countries

To achieve its strategic objectives, ILRI needs to influence the choices of decision-makers and investors and catalyse changes in the strategies and practices of a large set of livestock system actors and livestock producers themselves. Outcomes involving changes in behaviour are essential for the institute to significantly increase food security and reduce poverty.

Success in the first critical factor, on generating solid evidence and delivering high-quality and relevant science products, is certainly key but is clearly insufficient. ILRI also needs to ensure that its science products influence others and have impacts.

Being intentional about listening to and influencing decision-makers requires that the institute invests time in evaluating the issues and target groups before articulating its rolling operational plans that spell out the institute's specific work in the areas of policy, investment and foresight, as well as generating the evidence needed to inform livestock-sector policies and investments. Approaches to advocacy, communications and partnerships are determined using outcome mapping and other pragmatic tools for planning outputs-to-outcomes-to-impacts.

## Grow capacities to support appropriate livestock development and investment in developing countries

To avoid the risk that ILRI's research and development activities could be isolated and one-time interventions, and to bring about sustained change and ensure impact at scale beyond conventional project lifespans, a critical mass of people and organizations has to be equipped with the skills to design, implement and maintain appropriate livestock research and development initiatives.

For ILRI, capacity development entails the development of attitudes, skills and institutional arrangements as well as knowledge. ILRI works with individuals, organizations and institutions engaged in research and development directly; it also works with those making agricultural investment decisions at all levels. Capacity development is an integral and essential part of successful livestock research for development that delivers outcomes and impacts.

ILRI's capacity development strategy identifies institutional and individual clients and prioritizes their needs with reference to the outcome and impact pathways defined in ILRI and CGIAR research programs. This is informed by a baseline assessment and benchmarks against which progress is measured.

## Secure sustainable and appropriate funding

The CGIAR reform process (2010–2012) significantly changed the ways that resources flow to ILRI to achieve its strategic objectives, not only in terms of funding its research activities but also of maintaining its research capacity. ILRI's institutional business and resourcing plan promotes more efficient and stable funding flows, dedicating professional capacity to support and monitor various funding opportunities and improving the identification of objectives and assigning of responsibilities for funding targets. The plan will be regularly updated through diagnoses of the 'funding market' that map all potential funders, their interests and how ILRI could link its work to their interests. The plan also includes metrics to assess the match of funds with institute priorities, full-cost recovery and grant size.

## Ensure ILRI is fit for purpose

The strategy presents new challenges that require ILRI to build on its excellent people, processes and infrastructure to design, carry out and deliver on its purpose. ILRI's business and performance culture must ensure that every part of the institute is aligned and optimized to support the strategic objectives. Ensuring ILRI is fit for purpose means that the organization is more effective in what it does (that it achieves its aims), efficient in how it operates (at least cost), represents excellent value for money to investors (in terms of returns and being the 'go to' place for livestock research for development), is known for being a reliable partner (in terms of relevant, high-quality and timely deliverables) and is a stimulating and rewarding place to work.

Making ILRI fit for purpose necessitates that ILRI attracts, motivates and empowers high-quality professionals to deliver in a performance culture, achieved through incentives, rewards, promotion and career development, staff diversity, work conditions and a supportive environment that enables people to grow. It also calls for a global institutional culture and environment that enable staff and the organization to learn, respond quickly to demands and perform to their best ability.

Read related materials at [ilri.org/mission](http://ilri.org/mission)



ilri.org  
better lives through livestock  
ILRI is a member of the CGIAR Consortium

Box 30709, Nairobi 00100, Kenya  
Phone: +254 20 422 3000  
Fax: +254 20 422 3001  
Email: [ILRI-Kenya@cgiar.org](mailto:ILRI-Kenya@cgiar.org)

Box 5689, Addis Ababa, Ethiopia  
Phone: +251 11 617 2000  
Fax: +251 11 617 2001  
Email: [ILRI-Ethiopia@cgiar.org](mailto:ILRI-Ethiopia@cgiar.org)

