

KEY PERFORMANCE GOALS

Making the WorldFish Center the science partner of choice for delivering aquaculture and fisheries solutions in developing countries

WorldFish has established an organizational performance measurement and goal-setting system to drive its future growth and development. This system serves both our internal purposes as well as the growing expectation among CGIAR investors and others that the CGIAR centers adopt a much more explicit performance measurement and management framework.

In the first instance, a set of performance indicators and goals were developed for the organization as a whole. These goals and targets are now being cascaded down to research programs, support sections, and, ultimately, individuals. This is to ensure that the performance expectations set for staff are aligned and clearly linked to the corporate objectives of the WorldFish Center.

Values

Relevance

- Excellence in science
- Focus and efficiency
- Innovation and creativity
- Continuous improvement
- Risk-taking

Delivery

- Commitment
- Teamwork
- Sharing knowledge
- Leadership at all levels
- Empowerment

Fairness and Equity

A working environment free from favoritism or bias

Caring

Concern for our employees' health and safety, professional learning, and life-long employability

Integrity

Steadfast adherence to moral and ethical behavior

Trust

Firm reliance on integrity, ability, and character

The Strategic Factor System

WorldFish **Key Performance Goals** (KPGs) for 2005 were arrived at through application of **The Strategic Factor System**, a framework and process developed by Strategic Factors Pty Ltd. (Kenny 2002). The basic foundation of this system rests on the premise that **Performance Indicators** should be structured around the stakeholders of an organization, whether group or individual. It also recognizes that, for each stakeholder, there are **Behavioral Outcomes** we want from them (e.g., more revenue), and **Strategic Factors** they want from us (e.g., high-quality science).

The series of sequential steps that WorldFish followed in developing its KPGs is shown below. A key element in this process is the development of a **Measures Matrix**, which contains the Strategic Factors that are crucial to success for each stakeholder, the Behavioral Outcomes desired from the stakeholder, and the measures used to determine progress. From this Measures Matrix, some of the elements that form the Key Performance Goals are selected, for which targets are then decided on (see opposite). The outcome of this process is the set of KPGs shown on back page.

Action Steps	Definition	Key Point
1. Identify key stakeholders	Key stakeholders are organizations, units, or people with whom one interacts and on whom one depends for success (e.g., funding agencies).	Only choose key stakeholders that have a major impact on performance.
2. Establish behavioral outcomes	Behavioral outcomes are statements that describe what one wants a key stakeholder to do (e.g., to get funding agencies to award us more grants).	In writing behavioral outcomes, follow the formula: "to get key stakeholder to..."
3. Set objectives	An objective is what one want to achieve via a key stakeholder (e.g., to increase revenue from customers).	In writing objectives, follow the formula: "to increase..." "to decrease...", "to maintain..."
4. Develop measures on objectives	A measure is a metric such as the number of papers published, percentage increase in satisfaction, or dollar revenue.	In writing measures, start each with '\$', '#', or '%'.
5. Identify Strategic Factors	Strategic Factors are criteria on which one must do well in order to succeed; they are used by stakeholders to assess performance (e.g., timeliness, productivity).	While the presence of a Strategic Factor in performance does not ensure high achievement, the absence of performance on one of them indicates low achievement.
6. Define Strategic Factors	Strategic Factors must be properly defined (e.g., 'customer service' might mean different things in different industries).	Clear definitions make it easier to identify measures.
7. Develop measures for Strategic Factors	A measure is a metric such as the number of papers published, percentage increase in satisfaction, or dollar revenue.	In writing measures, start each with '\$', '#', or '%'.
8. Construct a Measures Matrix	A Measures Matrix is a table where Behavioral Outcomes, objectives, and measures are combined with Strategic Factors, definitions, and measures for each stakeholder.	Ensure there are no blind spots in the Key Performance Goals.
9. Identify measures to become KPGs	These are the key goals to be used to measure success. Those not used may be applied at lower levels in the organization.	Select only a few key stakeholders, objectives, Strategic Factors, and measures – focus on them.
10. Set targets on KPGs	These provide levels of performance on KPGs to be achieved.	Targeted KPGs for one set of stakeholders need to be examined with respect to those for others to determine how they are linked.

An example of a Measures Matrix for WorldFish corporate KPGs for a major investor and the elements selected to form the KPGs.

Stakeholder	Behavioral Outcome	Objective	Measure
INVESTOR NAME	To get the investor to increase project funding (e.g., in Africa)	To increase our portfolio of projects in Africa	\$ value of projects
Stakeholder	Strategic Factor	Definition	Measure
INVESTOR NAME	Impact	Clear return on R&D investment	\$ increase in fishers earnings # fishers adopting WorldFish technology % satisfaction of investor
	Stakeholder satisfaction	Well regarded by other stakeholders in Africa	% stakeholder satisfaction from surveys
	Reputation (national and international)	High scientific standing	# <i>Nature</i> and <i>Science</i> articles # refereed publications # ranking from benchmark assessments
	Reporting and compliance performance	Timely and accurate reporting and full compliance with legislation	# audit issues raised % of reports submitted on time



Key Performance Goals

INVESTOR NAME		
Goal	Measure	Target
Project funding: to increase project revenue from investor	\$ value of projects	Actual \$ increase
Impact: investor project delivers a clear return on R&D	\$ increase in fisher earnings	Specific percentage increase
Reporting: timely and accurate reporting	% of reports on time	100%

KEY PERFORMANCE GOALS 2005

Goal	Measure	Target
CGIAR		
❖ Increase CORE and matching support	\$ value of CG contribution	\$6.3 million for 2005 (5% increase)*
◆ Improve project pipeline to support the MTP	# projects under review	\$19m total value of full project proposals submitted*
	# projects submitted	60 project proposals submitted
◆ Increase quality, timeliness and accuracy of reports	% of reports on time and with minimal budget variances	100%
INVESTORS		
❖ Increase project funding	\$ value of project funding	\$8.0m mobilized for 2005*
❖ Increase diversity of investors	# of new investors	2 new investors
◆ Improve scientific and organisational performance	Scoring against World Bank Performance Measures	Within top 10 Centers for each WB performance element
◆ Improve accountability to investors and partners	% satisfaction with report quality	80% satisfaction (determined by customer survey)
	# impact statements provided	11 impact statements available (one for each major program area)
◆ Increase support to investors to build support for R&D with their constituencies	# special reports, briefs, and publications provided	6 WorldFish Policy documents/events
	% satisfaction with material/events	90% satisfaction (determined by customer survey)
	# media articles that highlight WorldFish	9 articles per scientists
NARS/NGO		
❖ Increase partnerships	\$ value of new projects jointly formulated	\$17m of jointly formulated proposals submitted to investors*
	# new projects jointly formulated	54 projects jointly formulated proposals submitted to investors
◆ Increase early-stage engagement of NARS and NGOs in research design and implementation	# of NARS scientists collaborating with WorldFish (FTE's)	2 visiting scientists working on WorldFish projects at Center sites
	# WorldFish scientists spending time in NARS and NGO facilities and labs	20 person months
◆ Increase the capacity of NARS and NGOs to generate and disseminate locally appropriate aquaculture and fisheries technologies	# days training provided to NARS and NGOs on technologies, management practices, and dissemination approaches	15 training courses (>5 days) on IAA and research and extension approaches
		10 training courses on fisheries research management and conservation
		20 graduate students from developing countries co-supervised by WorldFish staff
ARI's		
❖ Increase recognition of WorldFish as the natural partner in mega projects (i.e., projects with > \$1m to support WorldFish activities)	# of mega projects developed in partnership with ARIs	3 proposals submitted to investors
❖ Increase application of ARI research capabilities of developing-country problems	# ARI scientist working at WorldFish for > 1 month	3 ARI scientists
	Refereed publications co-authored with ARI scientists	20 publications co-authored with ARI scientists submitted to refereed journals
OUR PEOPLE		
❖ Increase project proposal success rates	% success rate for proposals	40% success rate for submitted proposals (33% increase)
❖ Improve project management	% project underspend	< 10% underspending on all projects
	% progress milestones achieved for research projects	80%
	% of staff who feel that WorldFish Corporate Service delivery has improved substantially	75% of staff feel that an improvement has been made
❖ Increase the number and quality of scientific publications	# papers accepted for publication	25% increase in papers accepted by peer-reviewed journals (67 in total)
	# value of average journal impact factor for refereed publications	Mean impact factor for submitted papers of 2.0
	# of Nature of Science articles or commentaries	2 articles accepted for publication
◆ Increase managerial and leadership training	# hours training provided	An average of 8 hrs of training provided per staff member
	% of staff receiving management and/or leadership training	100% of staff receive some form of training
	% satisfaction with training provided	80% satisfaction from customer survey
◆ Increase writing skills	% of staff receiving training	100% of staff who request training
	% satisfaction with training provided	80% satisfaction from customer survey
◆ Increase fairness and equity	% of staff who feel that WorldFish has become a more fair and equitable employer	75% of staff feel that an improvement has been made
◆ Increase external recognition for our people	# of staff (teams) entered by WorldFish for external awards	5 people or teams
❖ Denotes a behavioural outcome (i.e., what WorldFish wants from the stakeholder) ◆ Denotes a strategic factor (i.e., what the stakeholder wants from WorldFish) * Excludes funds in trust		

WorldFish Key Performance Goals 2006

CGIAR	Goal	Measure	Target
1)	Increase CORE funding	\$ value of CG core contribution	\$7.3m mobilized for 2007
2a)	Improve project pipeline, to support MTP	\$ value of proposals submitted	\$19m
2b)		# of proposals submitted	48
Investors	Goal	Measure	Target
3)	Increase funding to WorldFish programs	\$ Value of project funding	\$9.7m mobilised for 2006
4)	Increase the diversity of investors	% of funds mobilized from new investors	10% of funds from submitted grants in 2006 targeted at new investors
5)	Improve overall scientific and organisational performance	# performance against WorldBank Indicators	Among the Top 6 CG Centers
6a)	Increase outputs, outcomes and impacts of our research	# ex post impact assessments provided	6
6b)		% satisfaction with quality of investor reports and project outputs	80% of respondents feel that reports met or exceeded expectations.
7)	Increase support to investors to build the case for increase support for R&D within their constituencies.	# special reports, briefs and publications provided	6
NARS/NGO's	Goal	Measure	Target
8)	Increase partner engagement to enable expanded research agenda.	\$ value of partner activities	\$200K in collaboratively funded activities in China
9a)	Increase human and institutional capacity in NGOs and NARS	# scientists/students from developing countries co-supervised/supported	25 FTE
9b)		# WorldFish scientists working in NARS and NGO facilities	15 person months
9c)		# national or regional policy briefings/seminars held	3
9d)		# training courses (>5days) provided	15
ARIs	Goal	Measure	Target
10)	Increase collaboration with ARIs to support the WorldFish mission	# person weeks of ARI scientists working at WorldFish, but supported externally	12
11)	Improve opportunities for ARIs to develop research programs and attract resources in support of the WorldFish mission.	# proposals developed in collaboration with WorldFish	5 proposals with \$ value > \$1m supporting WorldFish activities
Our People	Goal	Measure	Target
12a)	Improve project management	% progress milestones achieved for research projects	80% of progress milestones achieved on time
12b)		% project underspend	<10% underspend on grant-funded projects
13a)	Increase the number of quality scientific publications	# papers/scientist published in peer-reviewed publications	2 publication per research scientist
13b)		# mean impact factor for submitted papers	20% increase in mean impact factor over 2005 performance
13c)		# Nature or Science articles/comments submitted for publication	4
14)	Increase proposal success rates	% success rate for project proposals	60%
15)	Improve staff understanding of the strategic direction, operational procedures and expected performance standards.	% of staff who feel they understand the link between their work and the WorldFish KPG's	80% of respondents have a clear understanding of the link between their Performance Management Plan and WorldFish KPG's
16)	Improve work-life balance	% satisfaction with work-life balance	80% of staff believe that the work-life balance they achieve is satisfactory
17)	Increase capacity and effectiveness of staff in their jobs	# average number of training hours provided.	3 hours training for all staff on performance management
18a)	Increase in the quality and timeliness of corporate service delivery	% satisfaction with financial information and budget management tools	75% of respondents feel that service met or exceeded expectations.
18b)		% satisfaction with Human Resources Service Delivery	75% of respondents feel that service met or exceeded expectations.
18c)		% satisfaction with Information and Communications Service Delivery	75% of respondents feel that service met or exceeded expectations.
19)	Increase staff attraction and retention rates	% satisfaction with performance management system	75% of respondents feel that their clarity over performance expectations has improved.
20)	Improve the gender and diversity profile of the center	To be determined	To be determined
21)	Reduce the risk of health and safety related incidents in the workplace	To be determined	To be determined
	 Strategic Factor		
	 Behavioural Outcome		

Date: 15th March 2006