

May 1990

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International Service For National Agricultural Research (ISNAR)
Technical Report To USAID For 1989

Under the terms of its unrestricted core grant agreement for 1989, ISNAR is required to submit an annual program performance report to coincide with the financial reporting period. ISNAR's financial reporting period matches the calendar year and a copy of its audited accounts has been provided separately. A more complete description of ISNAR's program for 1989 is provided in its annual report.

THE ADVISORY SERVICES PROGRAM

In 1989 the advisory services program continued to be central to ISNAR's activities. It was expected in the medium-term plan that ISNAR would be working in advisory services with national systems in 28 countries per year by 1992. In 1989 ISNAR worked with 31 countries at various stages of the review, planning and implementation process.

System Reviews

In ISNAR's medium-term plan, an average of four system reviews were planned each year. Acting on request from their respective governments, three system reviews were carried out in 1989 in Bolivia, Ghana, and Lesotho. In each case research managers actively participated in the review process. The review team in Lesotho looked specifically at the integration of agricultural research and education. In Iraq, a national team was trained by ISNAR (in collaboration with AOAD) to apply ATMS as a diagnostic tool to study research in the country. ISNAR continues to provide technical support.

Planning

Assistance to national systems in an average of four planning exercises per year was expected in ISNAR's medium-term plan. In 1989 ISNAR worked with national systems on planning in six countries.

In the development of a national plan, Guinea-Bissau received assistance from ISNAR through a one-week workshop on strategic planning. By 1989, collaborative work in Madagascar led to the development of medium and long-term research plans. In Mali, research managers and ISNAR staff continued collaboration on the development of a long-term plan.

ISNAR worked with ISAR in Rwanda to complete a provisional national master plan for agricultural research. Planning assistance provided by ISNAR focused particularly on the use of approaches to priority-setting.

The research system in Tanzania has been reorganized under a project funded by the World Bank and a number of donors. ISNAR was requested by research leaders to help prepare a national master plan for agricultural research. An ISNAR staff member was posted to Dar es Salaam as external coordinator for the exercise, which will continue through 1990.

ISNAR assisted INERA in Zaire in the recruitment of a research planning and management advisor, who was seconded from the French agency CIRAD. ISNAR worked with INERA's directorate and the research planning advisor on institutional coordination and long-term planning.

Assistance in Implementing Plans

The medium-term plan indicates that ISNAR will work with an average of some 20 research systems in a given year in implementation of plans and in strengthening specific management functions. In 1989 ISNAR worked in 21 countries.

Sub-Saharan Africa

Burkina Faso - Assistance in program formulation and budgeting, and in the management of resources.

Burundi - Planning and programming; help in the implementation of review recommendations.

Cameroon - Help in applying approaches to planning, priority-setting, and program evaluation; continued posting of an ISNAR research management specialist to work with the directorate of IRA.

Ethiopia - Assistance in assessing options for computers; participation in a project external review.

The Gambia - Help in priority-setting for commodities and research areas.

Guinea - Consensus-building for the rehabilitation of the research system; finalization of review recommendations.

Kenya - development of a training program; assistance in programming.

Niger - assistance in medium-term planning for manpower development.

Somalia - advice on the organization of the research system.

Senegal - assistance to improve the management of human resources.

Zimbabwe - help in strengthening research at regional stations.

Asia

Bangladesh - posting of a senior research management specialist to work with DARC; assistance in priority-setting and management information systems.

Indonesia - help to AARD in developing a management information system.

Sri Lanka - assistance in developing procedures for CARP and in the introduction of a management information system.

Latin America and the Caribbean

Colombia - advice in the review of research programs at ICA.

Costa Rica - assistance in implementing review recommendations and in research station management.

Ecuador - help in planning the organization and structure of INIAP and in the management of human resources.

Uruguay - assistance in consolidating a new semi-autonomous research institute (INIA).

West Asia and North Africa

Morocco - cooperation in program budgeting, and in assessing computer equipment and software needs.

Sudan - assistance in program budgeting using micro-computers.

Syria - help in strategic planning.

THE RESEARCH PROGRAM

The research program is an essential part of ISNAR's development as a service organization. Through research ISNAR provides comparative data and analysis on the past and present state of national agricultural research systems, develops improved management approaches, and improves technical capacity in delivering advisory services and training to clients.

A Knowledge Base On National Agricultural Research Systems

National development policy defines research objectives and determines the level of resources allocated to research. In order to better inform policy makers at the national and international level concerning agricultural research in developing countries, ISNAR identified the creation of a knowledge base on national systems as one of the key activities within its research program. This has meant creating links with universities, as well as national and international organizations.

In its medium-term plan, ISNAR expected that before 1992 it would publish at least one book and a series of analytical papers using information from this database. In 1989 Cambridge University Press published the ISNAR Agricultural Research Indicator Series. This volume reports on the resources involved in agricultural research in some 150 countries.

Improving Planning Approaches and Management Tools

In ISNAR's medium-term plan research was expected to center primarily on six factors drawn from the 12 which were identified in ISNAR's strategy. Interactions between development policy and research has also been given additional importance as an out-growth of ISNAR's work in developing a database on national systems.

Areas of particular emphasis in ISNAR's efforts in 1989 to develop approaches and tools for managers are described below.

1. Long-term planning, priority setting and resource allocation

To formulate research policy, national development objectives must be translated into a research program. Research at ISNAR in 1989 focused on approaches in strategic planning and priority-setting. These issues were discussed as part of an international workshop organized in 1989 at ISNAR headquarters.

Strategic planning helps research leaders establish a vision of the future direction of the national system. Judgments can be made regarding the system's strengths and weaknesses, and actions taken to reach established objectives. Research on priority-setting dealt with user-testing a manual and teaching materials. Cooperation with Indonesia (AARD) and Australia (ACIAR) in studying priority-setting also continued.

2. The structure and organization of national systems

ISNAR has reviewed experiences from reviews carried out in 40 national systems. Five regional overviews have been prepared on francophone

Africa, anglophone Africa, Asia, Latin America, and West Asia-North Africa. Three were ready for publication by the end of 1989. ISNAR's work in this area was also discussed with research leaders at ISNAR's international workshop.

3. Linkages between national systems, the technology transfer process, and users of agricultural technology

Two major research efforts progressed in providing research managers with approaches to this topic. In the organization and management of on-farm research client-oriented, ISNAR concentrated on disseminating conclusions and completing publications from its four-year study. A second study dealing with research-technology transfer linkages has resulted in a series of issues papers and is still in an active research phase. The "Making the Link" international workshop, held at ISNAR headquarters in 1989, provided an opportunity to discuss approaches to dealing with linkage issues and conclusions from both studies with research managers.

4. Program formulation, program budgeting, and management information systems

Program formulation occurs within an established framework of research priorities and resource allocation. A research manager needs information to formulate a research program and budget. Guidelines on management information systems and program budgeting are being developed as part of a project concentrating on national systems in Asia. In Sri Lanka, in particular, 1989 served to test approaches being developed in the 19 institutes dedicated to agricultural research.

5. The monitoring and evaluation of research

Monitoring and evaluation provide the means for measuring results against planned objectives, introduce interim adjustments, and generating feedback for future planning. Policy researchers in ISNAR, working with Uruguayan colleagues, completed a study on returns on investment in research in Uruguay. This study served as a pilot for other studies that will be carried out locally.

6. Human resources development and management

To be productive national systems must be able to recruit scientists and technicians, offer them good career prospects, and opportunities for further training, and provide them with incentives for achievement as well as a long-term commitment to service. Two published proceedings (from an international and a regional workshop) and five working papers were produced on this topic in 1989. The use of micro-computers in managing human resources is also a topic on which research was started and will continue.

Research Studies

In its medium-term plan, studies on specific areas within ISNAR's mandate were also identified as part of the research program. Studies centered on:

- agricultural research-technology transfer linkages,
- the organization and management of small-country national agricultural research systems,

- biotechnology issues in developing countries (a joint effort with the World Bank and ACIAR),
- the organization and management of on-farm, client-oriented research (dissemination phase),
- strengthening management information systems in agricultural research in Asia.

THE TRAINING PROGRAM

ISNAR's research program serves as an important source for the generation of materials for training. Workshops are also used by advisory services to reinforce change and build consensus within the research system.

Training events have far greater impact when the management approaches discussed are relevant to the situation of agricultural research in the countries involved--this requires research--and when combined with focused advisory services follow-up. Workshops and seminars are often held in cooperation with other organizations. Events held in 1989 with ISNAR assistance are discussed below.

Inter-Regional or Global Events

By 1990 it was estimated in ISNAR's medium-term plan that an average of two inter-regional events would be held each year. The following four events were held in 1989 at ISNAR headquarters:

ISNAR organized the "Making the Link" workshop for 50 managers to discuss how to improve the management of on-farm research and research-technology transfer linkages. A workshop had been held earlier in the year for researchers involved in the technology transfer linkages project. This workshop provided the opportunity to share methodological and substantive findings among study participants.

Approaches to the three topics of planning and priority setting, organization and structure, and management information systems were presented to research managers at an international workshop for discussion and feedback. The use of micro-computers as an aid to the management of human resources was the topic of smaller workshop for seven research managers from Ecuador, Costa Rica, Argentina, Iraq, Morocco and Nepal.

Regional Events

It was estimated in ISNAR's medium-term plan that five regional events were to be held with ISNAR collaboration each year by 1990. The following six events were held in 1989:

At the request of national systems in the SADCC countries, SACCAR and ISNAR organized a regional workshop on effective communications in Zambia. Two events were also held in Zimbabwe. The first dealt with the management of human resources, the second with consultancy skills development.

In Latin America ISNAR worked with IICA and CATIE on a regional workshop in Costa Rica, and in Chile on a research management seminar with INIA and FAO.

FAO, ISNAR and ICARDA were co-sponsors of the Third General Conference of AARINENA (Association of Agricultural Research Institutions in the Near East and North Africa).

National Events

ISNAR expected in its medium-term plan to organize an average of 12 national training events each year by 1990. The following 11 workshops were held with ISNAR collaboration in 1989:

In Ethiopia ISNAR organized a research management workshop. ISNAR later responded to a request for assistance through advisory services. ISNAR participated with GTZ in a workshop in Rwanda to assist ISAR to improve planning. Following the system review in Guinea, ISNAR responded to a request from IRAG to contribute to a workshop on research management. In Guinea-Bissau, ISNAR assisted in developing a strategic plan through training. ISNAR organized a workshop in Cameroon to help IRA and IRZ in priority-setting. Training in Tanzania assisted MALD in preparation for the national agricultural research master planning exercise.

BARC and ISNAR organized on workshop in Bangladesh on management information systems. PCARRD and ISNAR also collaborated on training in management information systems in the Philippines; and ISNAR also contributed to a workshop with AARD and USAID on the same topic in Indonesia.

In Costa Rica, ISNAR contributed to a planning workshop for the national system.

In Morocco advisory service assistance in program budgeting was reinforced through training at the national level.

PROGRAM SUPPORT SERVICES

Publications perform an important role in increasing the dissemination of information generated by ISNAR's programs. In all, 40 titles were added to ISNAR's publication list in 1989, bringing the total to 170. The PMIS (project management information system) assists in coordinating ISNAR's activities. ISNAR's Library and Documentation services serve as a resource on the new discipline of agricultural research management.

TOTAL EXPENDITURESGrant no: DAN-41111-G-IN-9044-00

<u>Program</u>	<u>Revised Budget</u>	<u>Expenditure previous quarters 1 Jan-30 Sept, 1989</u>	<u>Expenditure 1 Oct.- 31, Dec 1989</u>	<u>Total Expenditure 1989</u>
<u>Advisory Services to NARS</u>	3,004,000			
Salaries, Benefits and Allowances		286,733	95,578	382,311
<u>Research</u>	1,770,000			
Salaries, Benefits and Allowances		199,395	66,465	265,860
<u>Training</u>	1,010,000			
Salaries, Benefits and Allowances		90,660	30,220	120,880
<u>Program Support (Publications, Information Services & Documentation)</u>	684,000			
Salaries, Benefits and Allowances		70,185	23,395	93,580
<u>Management & Administr.</u>	882,000			
Salaries, Benefits and Allowances		<u>103,027</u>	<u>34,342</u>	<u>137,369</u>
TOTALS	7,350,000	750,000	250,000	1,000,000