

Program and Budget for 1987



International Service for National Agricultural Research

The International Service for National Agricultural Research (ISNAR) began operating at its headquarters in The Hague, Netherlands on September 1, 1980. It was established by the Consultative Group on International Agricultural Research (CGIAR), on the basis of recommendations from an international task force, for the purpose of assisting governments of developing countries to strengthen their agricultural research. It is a non-profit autonomous agency, international in character, and non-political in management, staffing, and operations.

Of the 13 centers in the CGIAR network, ISNAR is the only one that focuses primarily on national agricultural research issues. It provides advice to governments, upon request, on organization, planning, manpower development, staff requirements, financial and infrastructure requirements, and related matters, thus complementing the activities of other assistance agencies. ISNAR also has active training and communications programs that cooperate with national agricultural research programs in developing countries.

ISNAR also plays an active role in assisting these national programs to establish links with both the international agricultural research centers and donors.

ISNAR is supported by a number of the members of CGIAR, an informal group of approximately 30 donors; it includes countries, development banks, international organizations, and foundations. In 1986, funding for ISNAR's core program was provided by:

Australia
Belgium
Canada
European Economic Community
Federal Republic of Germany
Ford Foundation
France
Ireland
Italy
Netherlands
Philippines
Spain
Sweden
Switzerland
United Kingdom
United States Agency for International Development
World Bank

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International Service for National Agricultural Research

PROGRAM AND BUDGET FOR 1987

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PROGRAM AND BUDGET 1987

I. INTRODUCTION

ISNAR was established in 1980 to "strengthen national agricultural research capacities" in developing countries. Over the five years of its start-up period, it developed a flexible and responsive program of collaboration with more than thirty national agricultural research systems (NARS). ISNAR has worked with these systems on analyses of key management issues, and followed up with programs to strengthen the performance of planning, evaluation, and day-to-day administrative functions. It has cooperated with NARS on the introduction of new management techniques and procedures, conducted management training courses for research managers, and engaged in research on organizational and management issues.

Based on this experience, ISNAR defines its goal as being "to assist developing countries to improve the effectiveness and efficiency of their agricultural research systems through enhanced capacity in the areas of research policy, organization, and management". This goal statement gives precision to ISNAR's constitutional mandate in a way which reflects the needs of ISNAR's clients and its role within the CGIAR system.

II. A TRANSITIONAL YEAR - 1986

The present budget submission comes in a transitional year for ISNAR which is marked by four significant events:

- a) the acceptance of the external program and management reviews by the Consultative Group at its Ottawa meeting and the recognition of ISNAR as a full-fledged member of the system;
- b) the CGIAR system's adoption of a strategy which emphasizes the importance of national agricultural research systems, particularly in Africa;
- c) the development of a long-term strategy for ISNAR;
- d) the major impact of the decline in the value of the US dollar on ISNAR's real budget.

The 1987 Program and Budget proposal represents ISNAR's initial steps toward implementing its new strategy. This occurs within a context of severe budgetary limitations brought on by the effective devaluation of the US dollar.

III. THE DEVELOPMENT OF AN ISNAR STRATEGY

ISNAR's program has evolved along with its contribution to the emerging discipline of agricultural research management in developing countries. ISNAR's early work concentrated on reviews of NARS and diagnosis of their constraints. Scientists with management experience brought their individual insights to bear on such problems. With accumulation of

experience, ISNAR began to synthesize what it had learned and identify the key issues on which research carried out at ISNAR could lead to new approaches to identifying management problems in NARS and suggest appropriate tools for improving management. In working with individual NARS through time, ISNAR has been faced with demands for assistance in resolving important management problems which require very specific knowledge. An operational strategy to guide future program development and strengthen further ISNAR's institutional capacity to respond to NARS needs has therefore been prepared.

Proceeding in a "bottom-up" manner, ISNAR has developed a strategy statement which is consistent with the strategy for the CG system as a whole and responsive to the needs of its clients.

Under its proposed strategy, ISNAR will remain predominantly a service to NARS. However, this service will increasingly be based on improved concepts, methodologies and management tools coming out of ISNAR's research program. Service based on research is necessary if ISNAR is to meet the demand for specialized assistance and remain relevant to the evolving needs of NARS. Since specialized assistance on an individual system-by-system basis limits the number of countries that can benefit from ISNAR's programs, both the research and training programs gain an important role in multiplying the number of users of knowledge and approaches developed by ISNAR.

ISNAR will organize its efforts along three lines: Service to national agricultural research systems; Research on policy, organization, and management issues; and Training. These three functions make up a unified program to strengthen NARS. All staff will participate to some degree in each function.

The substance of these functional programs can be broken down into three broad content areas: 1) The Policy Context of Agricultural Research, 2) The Structure and Organization of Systems and Institutes, and 3) The Management of Agricultural Research. These areas are not only critical elements in determining the success of a research system, they also reflect the three basic approaches to studying agricultural research systems: the political, structural, and functional.

Within each area, several key management themes have been identified around which internal working groups have been established to integrate ISNAR's research, training, and service roles as well as structure its staff development efforts. These themes are as follows:

- I. The Policy Context of Agricultural Research
 1. Interactions between national development policy and agricultural research
 2. Formulation of agricultural research policy: priority setting, planning, and resource allocation.
- II. The Structure and Organization of Agricultural Research
 3. System and Institute structures

4. Linkages between NARS and the technology users and transfer systems
5. Linkages between NARS and external sources of knowledge, including networks.

III. The Management of Agricultural Research

6. Program formulation and program budgeting
7. Monitoring and evaluation as a tool for managers
8. Development and management of human resources
9. Development and management of physical resources
10. Management of financial resources
11. Management of information services.

ISNAR staff members are developing individual specialization in one or more related management themes. Within his specialization, the staff member integrates research, training and service to NARS while serving as a bridge between specialized sources of knowledge and NARS. The integration of ISNAR's work along management themes will ensure that ISNAR provides a research-based service which is continuously relevant.

IV. ACHIEVEMENTS TO DATE - PERFORMANCE IN 1985

ISNAR has established a strong base as an institution working in a new discipline -- agricultural research management -- which integrates three areas: agricultural research, organization and management science, and service to developing countries. Its activities and accomplishments to date include:

- * building a strong, responsive and flexible program of collaboration with national agricultural research systems;
- * developing a focused understanding of key issues involved in strengthening agricultural research organizations management in developing countries;
- * assisting in system-building through the strengthening of national research institutions and their personnel;
- * cooperating with national research leaders to strengthen their capacity for long-term planning and for programming of national research;
- * developing tools for strengthening the performance of specific management functions in NARS;
- * conducting management training courses and seminars for agricultural research managers in developing countries.

A review of some of the highlights of ISNAR's activities in 1985 is presented below.

The Project on Agricultural Research Organization and Performance in Latin America (PROAGRO), undertaken by ISNAR and a network of Latin American research institutions in 1983, completed its examination of the role of the private sector in generating and introducing technology for agricultural development in Latin America in November 1985. Funded by the International Development Research Centre (IDRC) and ISNAR, the project produced case studies documenting the growing importance of the private sector as a carrier of technology in Venezuela, Brazil, Ecuador and Argentina. Ten of these contributions have now been published by ISNAR in the PROAGRO series.

The first phase of the training program, Strengthening Agricultural Research Management in Africa, was completed in early 1986. Sponsored by Cooperation for Development in Africa (CDA), a donor association, the program was funded by the Agency for International Development (USA) and the Overseas Development Administration (UK). It included an assessment of management training needs in Africa, the preparation of appropriate training materials, the presentation of both regional and national workshops and seminars, and support to African training institutions in developing a local training capacity in agricultural research management. ISNAR has now developed a substantial capacity to provide training in specific management areas and has a repertory of teaching techniques, tools and exercises to support its workshops and seminars. A second phase of this program, to be carried out as two training projects for the Sahelian and the Southern African regions, is now being discussed with CDA donors.

The Human Resources Research Project, initiated in September 1984, aims to analyze comprehensive human resources planning and management policies and practices in NARS. A publication is in preparation which will be of practical assistance to research managers with major responsibilities in this area of management concern. The project will also generate training materials which will be used at ISNAR management training seminars and workshops. Case studies of human resource availability and conditions of service in Argentina, Jordan and Sri Lanka are nearing completion. A common methodology has been used to facilitate cross-country comparisons of data.

In collaboration with Rutgers University and IDIAP, the national research institute in Panama, ISNAR undertook in 1985 to develop and test a methodology for analyzing agricultural technology management systems (ATMS) in Latin America. The methodology recognizes that public research programs are part of a larger system with which they must effectively interact for technology generation efforts to be effective. At the macro level, the methodology calls for understanding sources of change in agricultural technology and the impact of key policies on the structure and behavior of the agricultural sector. At the institutional level, key processes are studied and methods for analyzing human resource issues are proposed. Finally, the researchers analyzed the impact of research efforts in five key crops and explained success or failure of technology management as a function of the quantity and quality of resources invested in research, the efficiency of management of the research

program, and the influence of external factors. A distinguishing feature of this methodology is its ability to make recommendations for improvement at the level of the overall structure of the technology management system, at the level of individual organizations, and with respect to particular commodities.

To generate basic data and comparative information on NARS, ISNAR is building an information database on research systems based partially on data generated from a survey of national agricultural research systems undertaken by ISNAR, the International Federation of Agricultural Research Systems for Development (IFARD), and the Arab Organization for Agricultural Development (AOAD). The first in a series of reports from the database project, dealing with the growth of research expenditures and scientific personnel, was issued in draft in December 1985. The next step will be to verify and analyze the information on research structures and programs made possible by the survey results.

During 1985, ISNAR participated actively with the Agricultural Research Group (ARG) in Sri Lanka in the preparation of an Agricultural Research Project for possible World Bank financing.

ISNAR's work with Tunisia's Ministry of Agriculture in preparing a long-term national agricultural research development plan, undertaken in 1985 under World Bank financing, involves two parts:

- i. review and analysis of the system, including a study of conditions of service and recommendations for institutional change;
- ii. preparation of a long-term agricultural research plan.

The first phase of the work was completed in 1985 by ISNAR and a team of national consultants chosen by the Minister. A series of alternative proposals for reorganization of the overall structure of the Ministry's agricultural research program has been presented to the Government for consideration. In preparing the long-term research program, ISNAR and teams of Tunisian scientists are using a problem identification approach at the commodity and thematic levels. Appropriate research programs to overcome the identified constraints can be combined to form a coherent agricultural research program at the national level and permit better organization structure. This planning and restructuring exercise is continuing into 1986.

V. THE ISNAR PROGRAM 1986-1987

With the external program and management reviews of 1985 serving as a catalyst, ISNAR has moved rapidly to develop a program of work for 1986 which is closely related to its newly formulated strategy for assisting developing countries to improve the effectiveness of their agricultural research systems. ISNAR continues to operate according to its traditional service, research and training functions, but is moving to deepen its understanding of the specific policy, organization and management processes which must be addressed in helping NARS in their system-building efforts. In organizing its programs for 1986 and 1987, there is a clear shift away from emphasis on comprehensive system analysis toward concentration on specific management issues of high

priority to NARS. In the area of advisory services to developing systems, this implies greater attention to particular functions or components of research. Within the research program, a more substantial effort will be dedicated to the development of concepts, tools and analytical methodologies within the identified concentration areas. Training activities will focus on developing better managers through specific skill-building.

ADVISORY SERVICES PROGRAM

System-building requires long-term commitments to individual NARS. Cooperation between a NARS and ISNAR usually begins with a joint analysis of strengths and weaknesses in national research management and may lead to the development of a strategy and action plan for strengthening specific management functions. Intensive collaboration in the implementation of a plan commits significant ISNAR resources in terms of time and money. Given the limited number of countries with which it can work in this direct, intensive manner, ISNAR will undertake only a few reviews each year of NARS in new client countries. ISNAR seeks to multiply its impact, however, through active research and training programs which benefit a wider range of countries.

The following discussion of ISNAR's ongoing and forthcoming activities is supplemented by a graph indicating the type of management areas addressed by the advisory services program in each region. The horizontal axis shows the NARS with which ISNAR is working and the vertical axis indicates the technical content of that cooperation. A brief synopsis of ISNAR activities in each country over the period 1985-1986 follows, with a discussion of programs to be undertaken in 1987.

Africa

Africa continues to receive the largest portion of ISNAR's resources and staff time. In 1986, ISNAR is working closely with thirteen African countries and two regional organizations. ISNAR has carried out exploratory work in 1986 which will lead to system reviews in Niger, Cameroon, Zimbabwe, and Ethiopia. These reviews are likely to begin in 1986 and be completed in 1987. Increasingly, ISNAR is working with national Task Forces in preparing such reviews, as in the cases of Zaire and Zimbabwe.

In 1985-86, ISNAR worked with INERA in Burkina Faso on the preparation of a large project to strengthen the NARS. The Government and the World Bank are now discussing funding arrangements. Meanwhile, an ISNAR staff member has been outposted to Ouagadougou for a year beginning in August 1986 to advise on organization and management of agricultural research under a World Bank project preparation facility.

A preliminary examination of the organization and management of the agricultural research system of Cameroon is scheduled for late 1986 under likely German and World Bank financing. A full review of the NARS is foreseen for early 1987.

The Institute for Agricultural Research (IAR) of Ethiopia has requested ISNAR to review its organization and research programs in late 1986. The ISNAR team will also assist the institute in drawing up a plan for manpower development.

ISNAR is cooperating in The Gambia with an inter-ministerial Working Group on the development of a strengthened national research management system. Special emphasis is being placed on improved procedures for setting research priorities, for designing research programs, and for program budgeting. This cooperation is being funded by USAID as part of a 7-year project in association with the University of Wisconsin.

In 1985-86, ISNAR continued its work with a Kenyan Task Force to implement the reforms recommended in "The Kenyan Agricultural Research Strategy and Plan" (developed with ISNAR assistance in 1984-1985). This Task Force recently completed the preparation of a comprehensive, medium-term National Agricultural Research Project proposal. ISNAR has now been requested by both the Task Force and a consortium of donor agencies to assist in appraisal of this proposal. In 1987, ISNAR will continue to work with the Task Force, and given adequate special project funding, will intensify the research management training program initiated with the Ministry of Agriculture in 1986.

Special emphasis has been placed in Madagascar on strengthening FOFIFA's research planning process and on developing its procedures to monitor and evaluate research programs. ISNAR is also assisting the Ministry of Scientific Research for Development and Technology with the preparation of a national master plan for research. Since 1984, an ISNAR staff member -- supported with loan funds -- has been based in Antananarivo. In 1987, ISNAR will continue to work with FOFIFA and the Ministry on the setting of research priorities and on the development of a program budgeting system.

ISNAR has recently sent two staff members to Niger to prepare for a comprehensive review of the NARS. This review and the subsequent preparation by national working groups of a long-term research plan, will be initiated in late 1986 under World Bank financing.

In 1985, ISNAR assisted the Institute of Agricultural Science of Rwanda in the preparation of its workplan for 1986. It has also continued to work with the Ministry of Agriculture, Livestock, and Forests on the preparation of a "master plan" for agricultural research to the year 2000. This commitment to strengthening of the planning and resource allocation process will continue in 1987 through an outposted staff member, financed by the World Bank.

In Zaire, ISNAR is working with the Inter-Ministerial Commission responsible for implementing a reorganization of INERA. It is also advising INERA on the development of improved procedures for planning and for setting research priorities. This work is supported with funds from UNDP.

As an outgrowth of an ISNAR workshop with the Department of Research and Specialist Services in early 1986, ISNAR is making plans to work with a Zimbabwean Task Force which has been set up to make recommendations regarding the structure and organization of the NARS and mechanisms for priority-setting, planning and programming. This review will begin in late 1986. Zimbabwe will also set up a major four-year training program in 1987 under the auspices of the CDA Training Project for Southern Africa.

The Southern Africa Centre for Cooperation in Agricultural Research (SACCAR) is currently seeking funds to support the posting of an ISNAR staff member in Gaborone in 1987. This individual would assist the Director in setting regional research priorities, in promoting research cooperation among the nine SADC countries, and in improving the coordination of external technical and financial resources for research.

Eastern and Southern Asia and the Pacific

Many of the countries of Central and Southern Asia already have highly sophisticated national research systems and ISNAR's collaboration with these countries concentrates on specific areas of research management, particularly in the domain of manpower planning. The South Pacific Island nations, being relatively small and in the process of establishing their own research systems, require a completely different response from ISNAR. Principles of networking as a means of strengthening small NARS effectively are being carefully studied in this part of the world.

In 1985-86, ISNAR analyzed and offered its comments on a review of the Ministry of Food and Agriculture of the Philippines undertaken by a national team.

ISNAR's work with Sri Lanka, assisting with the establishment of the coordinating council recommended by the review mission, is awaiting formal action on the part of the government and donors. This assistance is likely to extend into 1987.

ISNAR is working with Fiji to strengthen links between research and extension and to develop effective mechanisms for transfer of technology.

In Papua New Guinea, ISNAR is assisting NARS leaders in preparing a special project which aims to strengthen university capacity in training and research in agriculture.

In the management area, ISNAR's work in Asia has been most prominent in the establishment of human resource databases and analysis of conditions of service. ISNAR has been collaborating since mid-1985 with the Bangladesh Agricultural Research Council (BARC) under a USAID/Winrock project in strengthening human resources at BARC and its associated institutes. Emphasis has been placed on development and refinement of a personnel database which can be used for administration of career planning and training.

In Thailand, ISNAR is reviewing the status of its work in improved management of manpower planning. The Department of Agriculture is now considering steps to be taken in revising its policy on conditions of service for research personnel.

A three-year program of intensive collaboration with Indonesia's Agency for Agricultural Research and Development (AARD) to strengthen planning, financial and personnel management in the system will be initiated in 1986-87. This work builds on ISNAR cooperation with AARD over the past five years in research program evaluation. An ISNAR staff member was posted to Jakarta in September 1986 to advise on monitoring and evaluation of research projects. He will be supported by substantial backstopping from ISNAR.

ISNAR Program Focus in Eastern and Southern Asia and the Pacific

	Banladesh	Fiji	Indonesia	Pakistan	PNG	Philippines	Sri Lanka	Thailand
Interactions between development policy and agricultural research		X				X		
Procedures to set research priorities, develop plans, and allocate resources			X			X	X	
System and institute structures		X		X	X	X	X	
Linkages between NARS and the extension/user communities							X	
Linkages between NARS and knowledge sources/networks		X			X		X	
Program formulation and budgeting			X		X	X	X	
Monitoring and evaluation of research programs	X		X	X				
Human resources management	X		X	X	X	X	X	X
Facilities management			X		X			
Management of Information Services					X			

In Pakistan, ISNAR has been requested to assist in a management review of the Pakistan Agricultural Research Council (PARC). Scheduling this participation has been difficult due to resource limitations; it is now tentatively planned for 1987.

Latin America and the Caribbean

As research carried out in the PROAGRO project has clearly demonstrated, Latin American systems have gone through several phases of institutional change. Work in Latin America offers insights into the relationship between the public and private sectors and new governance mechanisms such as the research "Fundaciones". Since Latin American systems have been extensively studied and are well known, ISNAR activities tend to move rapidly to emphasize specific organizational or management issues.

In 1986, ISNAR undertook exploratory missions to Chile and Uruguay which have suggested areas of potential collaboration in the management area. Assistance will be provided to Chile in early 1987 in the development of research evaluation methodology. In Uruguay, ISNAR will make proposals for the design of the structure and institutional mechanisms of a new decentralized research system, including a new institute. ISNAR has also been invited to make an exploratory visit to Ecuador in late 1986 to examine areas of possible support to the NARS.

In 1986, ISNAR continued to provide major support to the creation of IDIA (Instituto de Investigaciones Agropecuarias) in the Dominican Republic. Under USAID funding, ISNAR has provided staff and consultants to aid in the establishment of IDIA. Collaboration with IDIA is expected to continue into 1987.

The National Institute for Agricultural Research and Extension (INIPA) of Peru requested ISNAR to assess the research extension model of INIPA in June 1985. ISNAR will consult with INIPA on their plans for implementation of the recommendations of the review.

ISNAR prepared a review in 1985 of the Caribbean Agricultural Research and Development Institute (CARDI) which paves the way for collaboration in 1986 or 1987 on priority setting and resource allocation within this multi-country organization.

In the management area, ISNAR's review of the human resource situation in Argentina and Colombia has generated requests for associated training events.

In 1986, ISNAR has also been working with PROCISUR, the only inter-institutional network in Latin America, on the development of an evaluation methodology for a mid-term review of the IDB-funded grouping of countries of the Southern Cone. The methodology will orient a study by the participants themselves. An ISNAR team will participate in the final discussions to assess the impact of the network as a model for other regions. Latin American experiences with networks, changing institutional models and governance structures, and the role of the private sector continue to provide insights for ISNAR's work in other parts of the world.

West Asia and North Africa

ISNAR's assistance in 1986 in the review of the Tunisian system has led to the preparation of a long-term plan. In Morocco, work on program budgeting continues with the field testing of a project information data sheet and software designed for program budgeting on micro-computers. It is expected that other countries of the region may seek assistance in program budgeting in 1987. Collaboration with the Agricultural Research Center in Egypt is expected to grow out of a three-day workshop on priority setting, program budgeting and evaluation methodology jointly sponsored by AKC, IDRC and ISNAR in April 1986.

The Arab Organization for Agricultural Development has been working with ISNAR in 1986 to prepare a methodology for system reviews to be carried out by national teams as part of a program entitled "Strengthening Agricultural Research Management in Arab Countries." In 1987, donor funding permitting, ISNAR will backstop the first studies carried out under this program.

In Somalia, ISNAR completed a detailed study of the existing NARS in late 1985 and will be reviewing with Government in 1986 future steps to be taken to strengthen the national research program.

RESEARCH

The research function in ISNAR contributes to five objectives as follows:

1. to increase understanding of the nature and function of NARS;
2. to improve ISNAR's concepts and tools of analysis for understanding the way NARS function;
3. to generate and adapt concepts, tools and methodologies for use by NARS to improve their organization and management;
4. to develop an appropriate data base on NARS;
5. to provide a mechanism for systematic feedback from ISNAR experience.

The research program has a number of special characteristics within ISNAR:

- * it provides relevant cross-country comparisons and long term synthesis of the evolution of NARS;
- * it is a "pro-active" program within ISNAR which can anticipate demand for services and generate outputs to meet that demand. Its products become part of the body of knowledge about agricultural research organization and management, and serve as inputs to ISNAR's service activities;
- * it is an evolutionary program which builds on the base of the previous years.

The principal activities of the research program in 1985 were the development of a methodology for reviewing agricultural technology management systems (ATMS) in Latin America and the assembling of a data base on national agricultural research systems throughout the developing world. In 1986, the ATMS methodology is being refined and adapted for

ISNAR Program Focus in West Asia and North Africa

	Morocco	Tunisia	Somalia	AQAD
Interactions between development policy and agricultural research		X	X	X
Procedures to set research priorities, develop plans, and allocate resources	X	X	X	
System and institute structures	X	X		X
Linkages between NARS and the extension/user communities				
Linkages between NARS and knowledge sources/networks			X	
Program formulation and budgeting	X			
Monitoring and evaluation of research programs				
Human resources management				X
Facilities management				
Management of Information Services	X			

As a core activity, ISNAR plans a study of The Determinants of Support for National Agricultural Research Systems, beginning in late 1986. This research project will develop a quantitative model which seeks to account for differences between countries over time, in the level of support afforded public sector agricultural research. The study will draw on conceptual work currently under way to define the set of structural and institutional variables to include in the model. Procedures for the study include an initial literature review, assessment of relevant statistical data and estimation of various empirical models.

The in-house working groups on each of the management themes constitute research cells for the development of methodology and the integration of the research, training, and service functions. They respond to the recommendation of the External Program Review that all staff be encouraged to develop specialization in one of the management areas in which ISNAR works. Among the primary tasks of these working groups will be the synthesis of ISNAR's experiences and the identification of priority areas for further research. In 1987, concentrated development of five themes (priority setting, program budgeting, monitoring and evaluation, structure and organization, and human resources) will continue. These themes have already been the object of in-house work which will be supplemented by consultants where appropriate.

Finally, as a special activity in 1986, the preparation of Guidelines for National Agricultural Research Strategies may be considered a research effort in the policy area which draws on the experience of ISNAR staff. As an input to the Special Project for African Agricultural Research (SPAAR), a donor initiative to improve aid to Africa, ISNAR has taken the lead for work on developing guidelines for national research strategies. The proposals will be discussed with selected African researchers and presented to the SPAAR group in November 1986. ISNAR will also participate in the research undertaken during the West African Agricultural Research Review by the World Bank. Both of these projects are seen as having implications for future ISNAR involvement in the Africa.

TRAINING

The objectives of the ISNAR Training and Conferences Program are to:

- * develop training methodologies and materials;
- * organize and deliver training events;
- * strengthen national and regional training capacity in the field of agricultural research management.

The training program offers workshops and seminars which target specific themes and particular geographic audiences. International events and conferences often cover a cross-section of management themes intended to improve understanding of general research management issues. The following presentation of the program in 1986 and 1987 brings out these two aspects of training.

Africa

In 1986, the first phase of the CDA project Strengthening Agricultural Research Management in Africa was completed. It included an assessment of management training needs, preparation of materials, organization of both national and regional training events, and support to African institutions in building up a research management training capacity.

Phase II of the CDA project has been submitted to donors with separate proposals for the Southern African countries and for the Sahel. Funding for a four year training program in Southern Africa in conjunction with the Southern African Centre for Cooperation in Agricultural Research (SACCAR) has been secured and activities were initiated in August 1986. In the Sahel, once financing is obtained, ISNAR will collaborate with CILSS and the Canadian-funded AGIR project based in Dakar, in the preparation and delivery of research management training materials in French. While ISNAR regularly works in English and French, it is preparing to provide special training in Portuguese for the Portuguese-speaking countries of Southern Africa and the Sahel.

In Cameroon, ISNAR conducted a four-day seminar in June 1985 on written and oral communication for the staff at two agricultural research institutes. In mid-1986, it held two seminars at the Institut des Recherches Agronomiques, one on communication and the other on team-building for management. Further training activities are envisaged for 1987 subject to priority considerations and resource availability.

ISNAR and the Kenyan Ministry of Agriculture and Livestock Development began a cooperative program in research management training in 1986. Funding is now being sought for further training events in association with Egerton College. The program of training will be directed at officials of the regional research centers proposed under the Master Plan with which ISNAR assisted. It will deal with means of making research more relevant to farmer needs and the way the organization of research may facilitate response to farmer needs. The next event is scheduled to take place in mid-1987 under Rockefeller Foundation funding.

A workshop will be held in June 1987 in Madagascar to help the staff of FOFIFA to improve their skills in financial management, program planning and monitoring and evaluation.

Malawi has recently requested ISNAR to assist in a workshop in late 1986 to design a five-year training plan for NARS staff. ISNAR expects thereafter to carry out at least one training event per year aiming at different categories of research managers.

In Rwanda, ISNAR cooperated with ISAR in the organization of workshops at two research stations. The objective of these workshops was to identify research management training needs which could be targeted in future courses. In early 1986, the first such specialized course was held on research design. In late 1986 or early 1987, ISAR and ISNAR plan another course on research design, one on program budgeting and one on monitoring and evaluation.

The Department of Research and Specialist Services of the Ministry of Agriculture of Zimbabwe organized a seminar with ISNAR in early 1986 on research planning, programming, and budgeting. This seminar was part of an annual Departmental planning exercise drawing senior officials from key institutes and stations. Training will be a part of ISNAR's work (mentioned above) with the recently established Task Force on research organization and management. Work with the Task Force will take place in late 1986 and possibly continue into 1987.

Eastern and Southern Asia

In Bangladesh, ISNAR, Winrock, and BARC organized an international workshop in Dhaka in March 1986 dealing with the "Management of Human Resources in Agricultural Research." Participants included senior research officials from Bangladesh and neighboring countries. The objective was to assess how different NARS are dealing with issues of manpower planning and training administration. Considerable attention was paid to the BARC efforts (assisted by ISNAR) to set up a national microcomputer-based inventory of agricultural research personnel.

At the end of 1986, ISNAR will participate with ICRISAT in a USAID-sponsored seminar for USAID agricultural program chiefs of party and their NARS counterparts. The seminar, to be held in Hyderabad, India, will focus on agricultural research and ISNAR will deliver a research management component.

A training program has been proposed for mid-1987 for the eight island nations in the South Pacific region. An initial workshop would concentrate on strengthening the region's linkages to the international research community and on helping research managers to identify cost-effective means of building research capability and programs in small countries.

West Asia and North Africa

ISNAR co-sponsored with FAO and ICARDA the first general conference of the Association of Agricultural Research Institutions in the Near East and North Africa (AARINENA) in Damascus in July 1985. The association was formally launched with the primary objective of fostering the development of agricultural research in the region and promoting exchange of experience and information among members. ISNAR will collaborate with the Executive Committee of the Association in planning future activities.

In early 1985, the Agricultural Research Center of Egypt, ISNAR, and IDRC jointly sponsored a three-day research management workshop for Directors of Institutes of the ARC. ISNAR staff presented papers on the keynote themes of resource allocation, program budgeting, and the evaluation of research programs. The three parties have expressed their shared interest in further collaboration which will, in an initial phase, provide for in-service training at ISNAR for one or two key individuals responsible for introducing such techniques into ARC. A similar workshop on research policy and issues of organization and management is being planned for early 1987 in Syria under the auspices of the Ministry of Agriculture and Agrarian Reform.

ISNAR and the Arab Organization for Arab Development will train national study teams to use a methodology being developed at ISNAR for carrying out system reviews in the West Asia and North Africa region. Additional seminars during the life of the project will permit cross-country comparisons of NARS experience in the area.

Latin America

In late 1985, ISNAR and INTA collaborated on a six-day management training workshop held in Buenos Aires which brought together senior managers from INTA, station directors, and extension officials. A major output of the workshop was a management training plan which INTA is now taking steps to implement. This planning workshop inspired similar events planned for Malawi and other countries.

In Panama, the culmination of the ATMS study will be a national level seminar which brings together officials from major institutions in the agricultural technology management system. This seminar will be held in the third quarter of 1986 and is expected to lead to a regional seminar, to be held in 1987, which would propose the methodology to other countries of the region.

Inter-regional seminars and conferences

Many of ISNAR's training events and workshops are aimed at regional or international audiences. In 1985, CIMMYT and ISNAR held a one-week seminar in the Hague with twenty participants coming from Africa, Asia, and Latin America to develop materials for use in agricultural research management courses.

ISNAR and the University of Minnesota have co-sponsored an Agricultural Research Policy Seminar annually since 1984. This two-week seminar, held in Minnesota, has treated issues of research policy in the US during the first week and concentrated on issues relating to developing countries in the second week. ISNAR's contribution in 1986 focused on structural questions and methodologies for analyzing research systems. In 1987, ISNAR is planning to organize a seminar of one week's duration on research policy issues.

Thirty senior officials for NARS in Asia, Africa and Latin America have been invited to meet at ISNAR in September 1986 to participate in a seminar entitled "Improving Agricultural Research Organization and Management: Progress and Issues for the Future". Major topics of discussions include planning, programming, and evaluation of agricultural research and human resource planning and management.

ISNAR has also been active in training events sponsored by other organizations involved in agricultural research management, preparing and delivering appropriate training materials. In particular, ISNAR is collaborating with the International Course for Development-Oriented Research in Agriculture (ICRA) at Wageningen in the Netherlands, the Ecole Internationale de Bordeaux, the University of East Anglia and FAO in several seminars in Latin America.

The International Federation of Agricultural Research Systems for Development (IFARD) will hold its first international meeting of national Agricultural and Livestock Research Institutes and its second global convention in October 1986. ISNAR, which acts as the international secretariat for IFARD, is actively assisting with the preparations for this gathering and will publish the proceedings.

Many of the case studies that have been used in the ISNAR management training courses will be revised and edited for publication as a casebook in 1987. All cases to be published have been carefully tested in different training environments over the past several years.

ISNAR's training program is integrated with its research and service functions and draws its materials from interaction with these other programs. By targeting selected groups with appropriate materials, it makes the optimum use of scarce manpower resources.

PROGRAM SUPPORT SERVICES

Publications

ISNAR publications contribute to the strengthening of national agricultural research systems by (1) disseminating practical information about the management of agricultural research to research managers; and (2) by contributing to the development of knowledge about the management of agricultural research.

The primary audience for ISNAR publications is management-level personnel in national agricultural research organizations. Other audiences include the international development and scientific communities, particularly those organizations and individuals interested in agricultural research management.

In 1984 and 1985, there was a rapid growth of ISNAR publications which put significant pressure on the editing and publications staff. In 1986 and 1987, the number of publications will stabilize around 40 per year. An increasing number will deal with specific topics in agricultural research management to be printed as part of the Working Papers series and the Research Management series.

Information and Documentation

In 1985, ISNAR developed a proposal for the creation of an Agricultural Research Management Information Service (ARMIS) which aimed at producing state-of-the-art reviews of key management issues and dissemination of information on agricultural research management to clients in NARS. In 1986, the proposal for an ARMIS is undergoing in-house testing; the library is assisting all the internal working groups as they prepare their synthesis of ISNAR's knowledge and experience with particular management themes. The products of the working groups are expected to be of immediate use to NARS leaders while the supporting documents used to produce them would be available through ISNAR. With a practical demonstration of the feasibility of ARMIS, ISNAR will seek extra-core funding for implementation of this project in 1987.

VI. SPECIAL PROJECTS

ISNAR's intensive collaborative activities with client countries are increasingly financed under special project funding by individual donors. Such activities represent an integral part of ISNAR's overall program and fall directly within ISNAR's mandate. Given the central importance of the studies and services financed extra-core, ISNAR usually makes some core contribution in terms of staff time to each special project. A brief description of ISNAR's ongoing and pending special projects is found in Annex II.

VII. RESOURCE SITUATION FOR 1986

Funding of ISNAR's 1986 program is presently estimated at \$4.245 million, or 96% of the approved budget (\$3.760 million) plus a compensation from the CGIAR stabilization mechanism for the substantial decline in the US\$ against the Dutch guilder in 1986. The fact that ISNAR's income is heavily dollar-based while nearly 60% of its expenditures are made in guilders meant that the purchasing power of ISNAR's original 1986 budget was seriously reduced by the drop in the dollar. The adjusted level of funding enables ISNAR to maintain a senior staff of 24 (against 24.5 actual in 1985 and 26 in the approved 1986 budget) and to carry out most of the approved program.

Since the exchange rate issue is considered a structural phenomenon rather than a short term development, ISNAR has used this figure of \$4.245 million as the basis for the preparation of its 1987 budget.

Special projects in 1986 are expected to rise to \$1.0 million from 0.8 million in 1985.

VIII. BUDGET REQUEST FOR 1987

In the light of recent discussions by the CGIAR of the ISNAR reviews, of the Consultative Group's priorities and future strategies, and of action requirements for improving African research capacities, the ISNAR Board and management have decided to move ahead vigorously with the build-up of ISNAR's capacity to respond to these future challenges. The objective is to reach as soon as possible a core of 30 senior staff. This is considered the size necessary for ISNAR to provide a balanced program of service to the regions in which it has been working.

The target proposed for 1987 is a staff of 27 (up from 24.5 in 1985 and an estimated 24.0 in 1986). The proposed 1987 program implies net funding requirements from the CGIAR of \$5.249 million, based on an exchange rate estimate of 2.30 Dfl/\$. This funding request uses the 1986 adjusted budget base of \$4.245 million as a starting point. Additional funding of \$660,000 for strengthening of specific programs is sought, resulting in a core operating budget for 1987 of \$4.905 million. Capital expenditures of \$50,000 and a price factor of 6%, or \$294,000, bring the total funding requirements for 1987 to \$5.249 million.

This increased level of funding implies a balanced move towards ISNAR's optimal size in a way which maintains its direct services to NARS while capitalizing on the potential multiplier effects of its slightly larger

research and training programs. ISNAR's objective is to move toward a 27-member staff broken out across ISNAR programs as follows: 15 man-years for the advisory services function, four each for the research and training functions, one in support services and three in management of the program and institute.

Thus, increased funding of \$660,000 in the 1987 budget proposal will be devoted to adding three additional staff members and associated support staff to the advisory services program (\$420,000). These additions reinforce the strength of this central ISNAR program and allow ISNAR to respond to the requests of additional countries. They will also permit greater focus on Africa. Secondly, the scarce operating funds of the training program will be increased, permitting ISNAR to conduct three additional training courses at the country level (\$100,000). The provision of additional operating funds to ISNAR's research program will allow the recruitment of much-needed research support staff, as well as short-term external expertise to complement existing competence at ISNAR in specialized fields (\$70,000). Finally ISNAR's program support unit will be provided with the means to improve its information/documentation service and its publications program, now underfunded. Both are essential components of the central support unit and make important contributions to NARS, directly through publications and dissemination of information, and indirectly by assisting ISNAR's three substantive programs (\$70,000).

To complement its core program, ISNAR is undertaking a sustained effort to build up a non-core program of reasonable size. Particularly in the area of research management training, the opportunities for such complementary efforts are excellent. Demand for ISNAR's services is high, capacities elsewhere are limited, ISNAR's core resources for training are severely constrained, donor funding for training events tends to be available and the resulting multiplier effect for ISNAR's training effort is welcomed.

Special projects in 1987 are expected to reach a level of \$1.74 million.

IX. CAPITAL REQUIREMENTS

The capital budget for 1987 is \$50,000. This amount will be used to upgrade computer and word processing facilities for staff and library use and to purchase needed office equipment in line with ISNAR's planned additions to staff.

X. ASSUMPTION ON PRICE CHANGES

The 1987 budget price changes have been calculated at 6% according to the CGIAR guidelines. This figure is based on the average rate of inflation in the host country and in other countries where ISNAR expenses are incurred. It should be noted, however, that the key budgetary issue for ISNAR is the relation of the U.S. dollar to the Dutch guilder. The 1987 budget has been prepared on the assumption of a rate of Dfl 2.3/\$. Any significant deviation in this rate will have a major impact on the real purchasing power of the ISNAR budget (see discussion Section XII, Resource Situation for 1986).

TABLES

TABLE 1A ISNAR RESOURCE SUMMARY (Core and Special Projects)

TABLE 1B ISNAR RESOURCE SUMMARY (Core Only)

TABLE 2 SPECIAL PROJECTS SUMMARY

use in other parts of the world. The Arab Organization for Agricultural Development is considering its application in a series of national level studies to be carried out in 1987 and 1988.

In 1985 and 1986, ISNAR has been verifying and adding to the results of the ISNAR/IFARD Survey of National Agricultural Research Systems to create a database dealing with the structure, human resources, funding and priorities of national agricultural research systems. Preliminary analysis of the time series on human and financial resources was presented at the University of Minnesota/ISNAR Agricultural Research Policy Seminar. In 1987, efforts will be made to institutionalize the process of data collection and reporting on the database and to carry out cross-sectional analysis of system structures, funding patterns, and commodity priorities. This work will lead to the preparation of a monograph on research policy issues, which is scheduled for completion in late 1987.

In the domain of agricultural research linkages, ISNAR initiated in late 1985 a study of the management and organizational implications for national research systems of implementing on-farm, client-oriented research. In the initial phase of this special project financed by Italy, ISNAR is establishing an analytical framework and methodology for the study. Subsequently, researchers in collaborating countries will develop in-depth case studies of their countries' experiences in implementing on-farm research. Based on a comparative analysis of the case studies, ISNAR will prepare a set of guidelines for national research managers on the planning, organization, programming and management of on-farm research to help them integrate this approach into overall NARS work.

Drawing upon its experience developing an evaluation methodology for the PROCISUR network, ISNAR intends to undertake a broader study of networking as a tool for improving the effectiveness of research systems, particularly those of smaller NARS.

In line with the recommendations of the External Program Review, ISNAR will begin work on the development of methodologies for research priority setting and resource allocation at the national level. Core resources will provide for initial costs, while extra core funding will be sought for field testing of the methodology in 1987. ISNAR and the Australian Centre for International Agricultural Research will work on methodology and its application in Asia. Discussions are underway with NARS leaders for the development of case studies in the Philippines, Thailand, Papua New Guinea and Indonesia. Preliminary discussions have been held with IICA (Interamerican Institute for Cooperation in Agriculture) for studies in the same domain in Latin America.

ISNAR will also be seeking special project funding for a modest research project into the process of resource allocation to livestock research in Latin America. Although livestock figures prominently among the production and exports of many Latin American countries, research has lagged and has been biased in the nature of technology it has produced. The Rockefeller Foundation is prepared to support a post-doctoral fellow to investigate this link between research agendas and the supporting policy environment. Additional donor support is being sought to carry out fieldwork in this project which builds on the ATMS methodology and is linked to ongoing research on resource allocation.

ISNAR RESOURCE SUMMARY
(Core and Special Projects)

	1985 Actual		1986 Current Estimate		1987 Proposal		M.T. Projection	
	Staff	Amount	Staff	Amount	Staff	Amount	Staff	Amount
Funding Outlays								
1. Operations Program								
Program/Activity								
- Core	24.5	3,708	24.0	4,245	27.0	4,905	30.0	5,325
- Special	2.0	769	3.0	1,020	7.0	1,742	10.0	2,000
Subtotal	26.5	4,477	27.0	5,265	34.0	6,647	40.0	7,325
Price requirement	-	-	-	-	-	294	-	631
Total	26.5	4,477	27.0	5,265	34.0	6,941	40.0	7,956
2. Capital								
Construction								
Equipment	-	112	-	126	-	50	-	50
Others	-	-	-	-	-	-	-	-
Total	26.5	4,589	27.0	5,391	34.0	6,991	40.0	8,006
3. Adol. working capital								
Total Reqrmts (1+2+3)	26.5	4,589	27.0	5,391	34.0	7,091	40.0	8,066
Less:								
4. Funds on Hand								
-	-	160	-	126	-	100	-	100
Funding Requirements	26.5	4,429	27.0	5,265	34.0	6,991	40.0	7,966
Sources of Funds								
Core: Restricted								
Capital	-	18	-	-	-	-	-	-
Unrestricted	-	2,712	-	3,445	-	4,462	-	5,065
World Bank	-	920	-	800	-	787	-	901
Total	-	3,650	-	4,245	-	5,249	-	5,966
Special: Capital								
Others	-	917	-	1,020	-	1,742	-	2,000
Total	-	917	-	1,020	-	1,742	-	2,000
Total	-	4,567	-	5,265	-	6,991	-	7,966

ISNAR RESOURCE SUMMARY
(Core only)

	1985 Staff	Actual Amount	1986 Staff	Approved Amount	1986 Staff	Current Estimate Amount	1987 Staff	Proposal Amount	M.T. Staff	Projection Amount
Funding Outlays										
1. Operations Program										
Advisory services to NARS	14.0	1,808	15.5	1,750	12.0	1,794	15.0	2,214	16.0	2,354
Research	2.5	321	2.5	293	4.0	631	4.0	701	5.0	841
Training	2.25	279	2.0	443	4.0	690	4.0	790	5.0	930
Program Support (Publication, Information Documentation)	2.5	472	3.0	585	1.0	465	1.0	535	1.0	535
General Administration	3.0	653	3.0	609	3.0	665	3.0	665	3.0	665
Mandatory review 1985	-	175	-	-	-	-	-	-	-	-
Subtotal	24.5	3,708	26.0	3,680	24.0	4,245	27.0	4,905	30.0	5,375
Price Requirement	-	-	-	220	-	-	-	294	-	631
Total	24.5	3,708	26.0	3,900	24.0	4,245*	27.0	5,199	30.0	5,958
2. Capital										
Equipment	-	112	-	80	-	126	-	50	-	50
Total	24.5	3,820	26.0	3,980	24.0	4,371	27.0	5,249	30.0	6,006
3. Additional Working Capital										
Total Requirements	24.5	3,820	26.0	3,980	24.0	4,371	27.0	5,349	30.0	6,066
4. Offsetting Items										
Income	-	176	-	50	-	150	-	100	-	100
Funds Brought Forward	-	(30)	-	-	-	(24)	-	-	-	-
Funding Requirements	24.5	3,674	26.0	3,930	24.0	4,245	27.0	5,249	30.0	5,966
Sources of Funds										
Core: Restricted Capital		18		30		-		-		-
Unrestricted		2,712		3,100		3,445		4,462		5,065
World Bank		920		800		800		787		901
Total		3,650		3,930		4,245		5,249		6,966
		=====		=====		=====		=====		=====

* Including estimated compensation \$485

Special Projects
(Summary only)

	1986 Plan		1987 Proposal	
	Staff	Amount	Staff	Amount
1. Operations Program				
Program/Activity				
Advisory services to NARS	2.0	659	4.0	610
Research	1.0	211	2.0	432
Training	-	150	1.0	700
	---	-----	---	-----
Total	3.0	1,020	7.0	1,742
2. Capital				
Construction		-		-
Equipment		-		-
Others		-		-
	---	-----	---	-----
Total	3.0	1,020	7.0	1,742
	===	=====	===	=====

SPECIAL PROJECTS

I) Ongoing - Special projects which are now underway or for which funding is confirmed for 1987 are listed below.

Name: Burkina Faso - Assistance in organization and management of agricultural research
 Donor: Government of Burkina/World Bank
 Objectives: To assist INERA and the Ministry of Scientific Research in improving the organization and management of its agricultural research programs through outposting of an ISNAR staff member.
 Total Funding Sought: \$150,000

Name: The Gambia Agricultural Research Project
 Donor: University of Wisconsin/USAID
 Objectives: ISNAR provides annual assistance to University of Wisconsin field team. In 1986, input concentrated in area of organizational structure and human resources development. Expected assistance in 1987 to focus on programming, budgeting and monitoring of research programs.
 Team: 1985-1992
 1986 funding: \$10,000
 1987 funding: \$10,000

Name: Madagascar - Management Assistance to FOFIFA
 Donor: World Bank and Government of Madagascar
 Objectives: .. To strengthen FOFIFA's programming of research activities with assistance of outposted ISNAR expert
 .. To assist Ministry of Higher Education and Scientific Research in coordinating the preparation of Madagascar's research master plan
 Term: October 1984 - September 1986;
 Extended to December 1987.
 Total funding: \$214,044
 1986 funding: \$100,000
 1987 funding: \$100,000

Name: Preparation of the Southern African (SADCC) Regional Scientist Project
 Donor: UNDP and the Rockefeller Foundation
 Objectives: .. To study means of assisting NARS of Southern Africa to coordinate donor and IARC activities in SADCC region

- .. To prepare project for posting Regional Scientist to Southern African Centre for Cooperation in Agricultural Research (SACCAR) to assist Director in research priority-setting and coordinating of research activities

Term: November 1984 - to 30 September 1986
 Total Funding: UNDP Rockefeller
 1) \$29,800 \$5,000
 2) \$22,800
 1986 Funding: \$10,000

Name: CDA I - Strengthening Agricultural Research Management in Africa
 Donor: USAID and ODA through Cooperation for Development in Africa
 Objectives: To assess management training needs, prepare training materials and deliver seminars designed to strengthen the management of agricultural research in Africa
 Term: September 1983 to 31 January 1986
 Total Funding: USAID - \$495,000
 ODA - \$130,000

Name: CDA II - Strengthening Agricultural Research Management in Southern Africa
 Donor: CIDA, ODA, AID
 Objectives: To build management capacity in NARS of the Southern Africa region through regional and national workshops tailored to the specific needs of the systems involved
 Total Funding Sought: \$1,300,000
 1986 Funding: \$100,000
 1987 Funding: \$100,000

Name: Dominican Republic - support to IDIA
 Donor: USAID
 Objectives: To assist in the establishment of the Instituto Dominicano de Investigaciones Agropecuarias in the areas of research policy, priority-setting and research programming
 Term: August 1985 - August 1986; to be extended
 Total Funding: \$122,000
 1986 Funding: \$96,000

Name: Peru - Case Study on the Research, Extension and Education Model in Peru
 Donor: USAID
 Objectives: To document a case study analyzing the conceptual and institutional framework of the research, extension and education model as used in Peru
 Term: 1 October 1985 - 30 September 1986
 Total Funding: \$42,910
 1986 Funding: \$27,000

Name: Tunisian Development Program for Agricultural Research
 Donor: World Bank/Government of Tunisia
 Objectives: To assist the Ministry of Agriculture in the evaluation of the institutional structure of the NARS and to establish an integrated program for future research activities
 Term: 4 September 1985 - 30 September 1986
 Total Funding: \$101,370
 1986 Funding: \$71,000

Name: Zaire - Assistance in the Reorganization of INERA
 Donor: UNDP
 Objectives: .. To support Zaire in the implementation of the plans for reorganization of the national research institute, INERA
 .. To advise INERA on planning and priority-setting
 Term: 28 February 1986 - 31 December 1986
 Total Funding: \$90,089
 1986 Funding: \$90,089

Name: On-Farm Research Management Project
 Donor: Government of Italy
 Objectives: .. To document and analyze experiences regarding the managerial implications for national research organizations conducting on-farm activities
 .. To develop guidelines to better organize on-farm research
 Term: December 1985 - June 1987
 Total Funding: \$505,200
 1986 Funding: \$125,000
 1987 Funding: \$380,000

Name: Research Fellowship - Coordinator of On-Farm Research Project
 Donor: Rockefeller Foundation
 Objectives: To coordinate and Manage the On-Farm Research Project
 Term: November 1985 - November 1987
 Total Funding: \$52,000
 1986 Funding: \$26,000
 1987 Funding: \$26,000

Name: Bangladesh Human Resources Management Program
 Donor: USAID/Winrock
 Objectives: To assist the Bangladesh Agricultural Research Council in evaluating its available human resources and assessing future manpower needs
 Term: May 1985 - December 1986
 Total Funding: \$14,500
 1986 Funding: \$12,000

Name: Rwanda Research Master Plan Preparation
 Donor: World Bank/Government of Rwanda
 Objectives: To assist Rwanda in developing a strategy for agriculture and a research master plan
 Term: October 1985 - December 1987
 Total Funding: \$200,000
 1986 Funding: \$60,000
 1987 Funding: \$100,000

Name: Rwanda - Support Services in Research Management to ISAR
 Donor: World Bank
 Objectives: To assist the Rwandan Institute of Agricultural Sciences in procedural aspects of research planning, programming, and budgeting
 Term: January 1984 - May 1986
 Total Funding: \$200,000
 1986 Funding: \$60,000

Name: West Africa Agricultural Research Review
 Donor: World Bank
 Objectives: To review 23 West African country studies of NARS and make recommendations concerning strategies for improving research productivity in the region
 Term: June 1985 - October 1986
 Total Funding: \$33,000
 1986 Funding: \$33,000

Name: SPAAR Seminar on Guidelines for National Agricultural Research Strategies
 Donor: CIDA
 Objectives: To review draft guidelines with African Research leaders
 Term: June-September 1986
 1985 Total Funding: CND\$ 33,500

Name: Strengthening Agricultural Research Management in the Arab Countries (SARMAC)
 Donor: Arab Organization for Agricultural Development/ISNAR
 Objectives: .. To assist AOAD in analyzing management constraints to research in the region
 .. To organize training events to strengthen research management capacity in Arab countries
 Term: March 1985 - March 1989
 1985 Funding: AOAD: \$50,000
 ISNAR: \$50,000

Name: Indonesia - Strengthening Planning and Management in the AARD Secretariat
Donor: USAID
Objectives: To assist AARD in improving Planning and Management Functions in the Secretariat
Term: Mid 1986 - mid 1988
Total Funding: \$800,000
1986 Funding: \$150,000
1987 Funding: \$250,000

II. Pending or Proposed - Those projects for which funding has yet to be secured or confirmed are presented below.

Name: Bangladesh - Human Resources Management
 Donor: USAID
 Objectives: To assist BARC in managing its human resources
 Total Funding Sought: \$40,000

Name: Pakistan - Management Review
 Donor: USAID
 Objectives: To assist the Pakistan Agricultural Research Council in reviewing its current management structure and procedures
 Total Funding Sought: \$40,000

Name: Morocco - Assistance in Program Budgeting
 Donor: To be determined
 Objectives: To support the National Institute for Agricultural Research in the testing and implementation of a method for programming and budgeting of agricultural research activities, using adapted computer software
 Total Funding Sought: \$240,000

Name: South Pacific Agricultural Research Management Training Seminar
 Donor: CTA (Technical Centre for Agricultural and Rural Cooperation)
 Objectives: To increase the effectiveness of agricultural research in the South Pacific by improving understanding of research in agricultural development and by strengthening NARS management in the region
 Total Funding Sought: \$94,500

Name: Southern Africa Regional Scientist Project
 Donor: To be determined
 Objectives: To post a regional scientist to the Southern African Center for Cooperation in Agricultural Research (SACCAR) to assist the Director in coordination of research activities in the region and improve priority-setting
 Total Funding Sought: \$1,350,000

Name: Cono Sur/PROCISUR Review
 Donor: To be determined
 Objectives: To document the characteristics and mechanisms of the Cono Sur research network as a possible model and operative strategy for regional cooperation in agricultural research

Total Funding
 Sought: \$41,000

Name: ARMIS - Agricultural Research Management Information Service
 Donor: To be determined
 Objectives: To provide information on key aspects of research management to NARS leaders involved in strengthening research

Total Funding
 Sought: \$100,000

Name: Kenya - Seminar on Research Management and Rural Households
 Donor: Rockefeller Foundation
 Objectives: .. To increase the effectiveness of the planning and management of systems-oriented research programs of the regional research centers in Kenya, and
 .. To focus attention on the impact of such programs on the productivity of rural households and farms

Total Funding
 Sought: \$35,000

Name: Kenya Agricultural Research Management Training
 Donor: To be determined
 Objectives: To conduct an annual workshop over three years in key aspects of agricultural research management for Kenya's research leaders

Total Funding
 Sought: \$100,000

Name: Madagascar Agricultural Research Management Training Seminar
 Donor: Government of Madagascar/The World Bank
 Objectives: Training of middle management researchers in financial management skills, program planning and monitoring and evaluation.

Name: Cameroon - Review of IRA and IRZ
 Donor: Government of Cameroon/World Bank/Germany
 Objectives: To review the management and administration of two of Cameroon's research institutes and to provide advisory services in specific areas of management as required

Total Funding
 Sought: \$250,000
 1987 Funding: \$150,000

Name: CDA II - Strengthening Agricultural Research Management in the Sahel
 Donor: To be confirmed
 Objectives: To build management capacity in NARS of the Sahel region through regional and national workshops tailored to the specific needs of the systems involved

Total Funding
 Sought: \$722,000
 1986 Funding: \$ 50,000
 1987 Funding: \$350,000

Name: Research Fellowship - Latin America Policy Study
 Donor: Rockefeller Foundation
 Objectives: Study of allocation of resources in crops and livestock research in Latin America - determinants of policy

Total Funding
 Sought: \$52,000
 1986 Funding: \$26,000

Name: Latin America Policy Study
 Donor: To be determined
 Objectives: To provide travel and research costs for the study of resource allocations to crops and livestock research in Latin America

Total Funding
 Sought: \$40,000
 1986 Funding: \$20,000

Name: Workshop on Issues in Agricultural Research Policy, Organization and Management. Damascus, Syria
 Donor: IDRC
 Objectives: To bring together Syrian research leaders and policy-makers to exchange ideas on research policy formulation and to identify mechanisms for strengthening program development, budgeting and monitoring

Term: February 1-3, 1987
 Funding: \$20,000

Name: Development of Guidelines for National
Research Priority-Setting and Resource Allocation
in Asia
Donor: To be confirmed
Objectives: To develop and test in four Asian countries
operational guidelines/mechanisms for research
priority setting and resource allocation
Funding: \$1,000,000

Name: Management Training in Latin America
Donor: To be determined
Objectives: 1) to survey management training needs in the region;
2) to carry out national and regional management
workshops, and
3) to develop management training materials of relevance
to the region
Funding: \$2,800,000