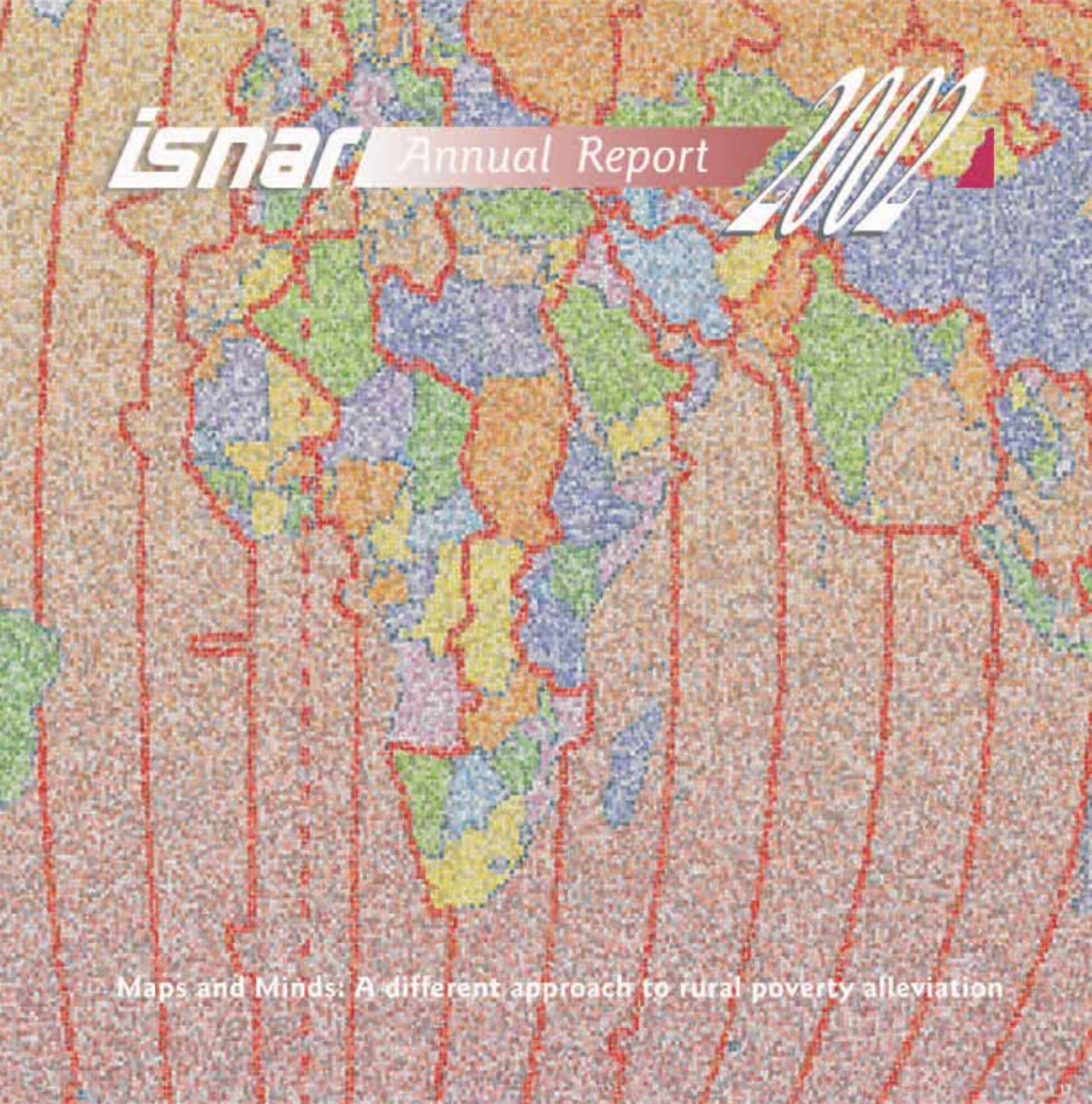
isnar Annual Report 2002



Maps and Minds: A different approach to rural poverty alleviation

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Message from the Board Chair and the Director General

New knowledge no longer reaches scientists and administrators through scientific journals only: it is the Internet that has become the main source of knowledge and information, not only in industrialized countries but increasingly in developing countries too. The Internet revolution has opened up the world of science—including management science—to all, in a way that even the most widely read journals cannot achieve. This is the new mode of communicating science, breaking down barriers between rich and poor scientists. Recognizing this new reality early on, ISNAR was one of the first CGIAR centers to create a website, in 1995. ISNAR is proud to have created web pages that continue to attract up to a thousand visitors daily.

We invite readers of this Annual Report to visit ISNAR's home page at www.isnar.cgiar.org and the many sites it links to. Try the ASTI database (www.asti.cgiar.org) to find data on research investments in the developing world, or explore the database of agricultural research organizations present on the Web (www.isnar.cgiar.org/arow) to learn about some 1,500 agricultural research organizations in 140 countries. The SHIIP project makes available major knowledge resources to anyone with web access (www.isnar.cgiar.org/shiip). Discover, too, the exciting initiatives taken by agricultural communities in Uganda and Malawi to alleviate and prevent the impact of HIV/AIDS-related diseases through the RENEWAL projects: www.isnar.cgiar.org/renewal. (These can also be accessed via the website of our sister institute IFPRI, which collaborates closely with ISNAR and many national organizations in these efforts.) ISNAR's contribution to the management of the highly successful Ecoregional Fund to support methodological initiatives (created by the Dutch and Swiss governments) is reflected in the continuously updated reports on www.isnar.cgiar.org/eco.

This Annual Report not only provides a brief update on some of the exciting changes we have introduced on our website in 2002 (see page 20), it also includes a CD-ROM with all of ISNAR's publications produced since 1995—a virtual library of global public goods that will help those who have no Internet connection to access ISNAR's electronic publications, including ISNAR's new Road Map.

2002 was the first year of the new Road Map, the hallmark of which is increased emphasis on much-required institutional innovation in agricultural research. The strategic directions it outlines were endorsed by the 2002 External Program and Management Review.

Two projects linked to institutional innovation attracted particular attention in 2002: the New Paradigm Network and the Public-Private Partnership program. While both initiatives are led from Latin America, they show the possible pathways to institutional innovation elsewhere, not least in Africa. They also illustrate how regional programs can create genuine international public goods.

Our work—on behalf of all CGIAR centers—on the management of intellectual property rights continues to be in great demand. ISNAR's work on biotechnology and biosafety is receiving international recognition through cooperation with FAO and other UN agencies, and is seeing growing bilateral interest.

In 2003, ISNAR will start implementing changes required to bring the institution in line with agreed recommendations of the 2002 External Program and Management Review and the report from the ISNAR restructuring team. At the time of writing we do not yet know where these changes will take us, but increased focus, specific concentration on Africa, decentralization of work, and alliances with other institutions will no doubt all be central issues. Mid-2003, ISNAR's present Director General will take up other assignments in his native Norway, and he therefore signs off on this Annual Report with a fair amount of nostalgia, having served ISNAR for six years and the CGIAR for more than 15 years.

During the 2002 CGIAR Annual General Meeting, ISNAR experienced major support for its work from many partners in the South and in the North. At ISNAR we know that institutions matter to agricultural research, and that innovations are critical to increase their impact. We are grateful for the support of our partners, and we thank all the donors of unrestricted and special project funds for enabling us to do this important work.

Moïse Christophe Mensah
Chair, Board of Trustees

Stein W. Bie
Director General

Maps and Minds: A different approach to rural poverty alleviation

It is unlikely that the United Nations' Millennium Goal to halve poverty and food insecurity by 2015 will be reached. ISNAR's Director General, Stein W. Bie, argues that the world can only hope to reduce hunger, produce food sustainably, and alleviate poverty if it takes investments in the rural sector in developing countries seriously. He explains how ISNAR's Road Map 2002–2006 plots a course for institutional innovation as the backbone of rural poverty eradication.

by Stein W. Bie

Some maps matter more than others. In 1815, an English canal digger called William Smith published the first geological map of England, Scotland, and Wales. His interpretation of how geological layers change over time came to alter the way we human beings look upon the world and upon the development of life itself. Although Smith's name faded into obscurity, his findings formed the foundations on which Charles Darwin and the evolutionists built their theories, on which Mendel's laws of heredity rest, and which led to the discovery of the double helix structure of DNA by Crick and Watson.[1]

The State: provider of services?

With the creation of many, if not most, developing nations during the last fifty years, institutional structures also changed. Fifty years ago, many of today's developing countries were still under colonial rule, with rudimentary public institutions designed as much to support the colonial rulers as to uplift the population. Agricultural research institutions were modeled after the public systems of the colonial powers, and the research agenda was set in support of export cash crops rather than subsistence food crops or rural livelihoods.

When, in the 1960s, development assistance took up the challenge of aiding the newly independent countries, the primary rural industries began to receive renewed attention; in the 1970s they became an important focus for development. Some bilateral donors invested as much as one-third of their support in rural development, and major multilateral donors followed suit.

Much of the assistance went, however, to cementing the role of the State as a provider of services. Unfortunately, the State increasingly failed the poor. Political powers in the poor countries increasingly paid only lip service to their agricultural institutions. Progress only took place where more integrated approaches to rural development were initiated, as we witnessed with the Green Revolution in Asia (but that, too, had its downsides).

As rich countries downgraded agriculture on their economic agendas, we saw a steady decline in both national and in international investments in primary rural development in poor countries. Donor countries which in the 1960s and 1970s had given one-third to agriculture and related sectors gave only three percent by the year 2000.

The Agricultural Science and Technology Indicators (collected and analyzed by ISNAR and IFPRI over many years on behalf of the global community) indicate that for many parts of the world, notably the poorest countries, growth in public investments in agricultural research during the last decade slowed dramatically.[2] A new study by Were Omamo[3] suggests that in Africa, formula-based policy prescriptions have relegated the actual implementation of agricultural development policies to a second-order level. Disregarding governance issues, politics, power relations, and the real practicalities of production faced by real farmers has so often led to inappropriate advice and ill-fated solutions. Theory is not enough.

Institutions matter

To ISNAR, institutions have always mattered—they are at the heart of sustainable development. The strategic considerations that guided our work in 2002—reflected in ISNAR's Road Map 2002–2006—gave new direction to innovation systems as the foundation of modern institutions. We appreciate that solutions may vary greatly from country to country: a "one-size-fits-all" formula simply does not exist. It is therefore disturbing to ISNAR how some donors and lenders wade in with their formulas, oblivious to local traditions, cultures, and possibilities, and unaware of the presence of realistic alternatives. Countries decide for themselves whether to have centrally planned economies, or markets based on a strong private sector; ISNAR's task is to ensure that regardless of the form of government, agricultural research can be organized in such a way that poor

1. Smith's work is wonderfully salvaged for all who admire endeavor and stubbornness in individuals in Simon Winchester's book *The Map That Changed the World* (HarperCollins, 2001).
2. G.P. Pardey and N.M. Beintema. 2001. Slow magic: Agricultural R&D a century after Mendel. Washington: IFPRI. p.3.
3. S.W. Omamo. 2003. Policy research on African agriculture: Trends, gaps, and challenges. ISNAR Research Report 21.

farmers will continue to receive the research services they require in their efforts to alleviate poverty.

It is unlikely that the "Millennium Goal"[4] to halve poverty and food insecurity by 2015 will be reached; we are already behind. Donor countries and agencies (such as such USAID, Norway, and Canada) are rethinking their strategies, and political changes emerging in developing countries point towards broader public participation in decision making. Amartya Sen's thesis that democracy is a tool for food security is reflected in new or stronger policies favoring the development of primary rural industries. Since three-quarters of the global poor living in the countryside, with three-quarters of these directly linked to primary rural industries, only significant national and international changes in priorities will bring the Millennium Goals within reach again.

Charting a different course

While it is unlikely to revolutionize the world of agricultural research in the same way William Smith changed geology and ultimately the biological sciences, ISNAR's Road Map plots an innovative way to rural poverty alleviation, different from the traditional development approaches, most of which have shunned the countryside in the last decades.

ISNAR was founded on the understanding that the rural poor would benefit from advances in agricultural science in much the same way science has uplifted the rural peoples of the industrialized countries and, over the past two centuries, given new industries and new enterprises room to ex-

4. The Millennium Development Goals is an ambitious agenda for reducing poverty and improving lives that world leaders agreed on at the United Nations Millennium Summit in New York in September 2000. For each of the eight goals one or more targets have been set, most for 2015, using 1990 as a benchmark.

pand. Created during the post-colonial period, ISNAR has been expected to support developing countries in their quest for new research institutions, building on the best of the past, the best of global science, and the best of traditional and local knowledge.

The fourth External Program and Management Review of ISNAR, completed in mid-2002, concluded that ISNAR had had a modest impact. Although a disappointment for us at ISNAR, it was not an altogether surprising conclusion as the global community must register for itself a massive failure in alleviating poverty and food insecurity. ISNAR's task has been to strengthen inherently weak institutions at a time when national and international decision makers attribute little importance to this line of work.

Nowhere have the failures of central government been greater than in sub-Saharan Africa, and nowhere is poverty more intense. And while the majority of the population is still rural, nowhere have donors abandoned the rural sector more decisively than in Africa. It is not surprising that ISNAR's efforts to support national agricultural research institutions in Africa have been rated as "modest"; development itself has been modest.

As global attention turns to the immense challenges of sub-Saharan Africa, ISNAR has been encouraged to invest more in the development of African institutions. In doing so, we must look carefully at regions and countries where agricultural research has been more successful. In Latin America, ISNAR has had the privilege of participating in a major effort to transform agricultural research institutions. Through this ongoing transformation, Latin American agriculture is better positioned to help alleviate local poverty and become a stronger player in global trade. In Asia, India and China are tackling rural problems with much determination, and ISNAR has had the challenging task of facilitating science parts of the agricultural revolution in Vietnam. We have been involved with countries that are determined to give priority to the primary rural sectors, and, when appropriate, we have encouraged lenders and donors to follow suit.

Primary rural industries are key

One lesson is very clear: strong backing from central governments and/or private entrepreneurs is the key to success. Without a conducive environment and without linkages to the primary producers, efforts to strengthen agricultural research institutions will have a modest impact at best. This is precisely the dilemma in which the international agricultural research community (and the CGIAR specifically) finds itself. Accustomed to developing technological solutions for individual commodities or farming systems, these institutions are increasingly grappling with complex issues beyond their fields of expertise and influence.

Of course, it is important to move science forward, and successes in agricultural biotechnology may yet prove this can be done. But the Millennium Goals will not be met without

a major change in the hearts and minds of governments and international donors and lending institutions in support of primary rural industries. It is almost as if "high science" and "blue-sky research" in the physical sciences have become diversion tactics for the blatant unwillingness or inability of the major economic and political players to take responsibility for the rural areas. Thirty years ago the donor community allocated over thirty percent to rural agricultural development, twenty years ago it was down to twenty percent, ten years ago it was ten percent, and today we may have hit the bottom at three to five percent. This negative priority setting negates any gains that scientific research produces. The world's failure to reduce hunger, produce food sustainably, and alleviate poverty is connected to its failure to take investments in the rural sector in developing countries seriously.

ISNAR's Road Map 2002–2006 stakes out a course to harness new and old knowledge for the benefit of farmers, within the limitations of rural development. It focuses on innovation. ISNAR believes that in many countries, institutional innovation linking public, private, NGO, and university resources holds the key to more creative adaptive research in agriculture and related fields. The old agricultural research institutions, often limited to narrow sectors in the public domain, need to be rejuvenated or form consortia with other shareholders. Since civil servants are usually poorly paid, incentive schemes must be considered to encourage good scientists—often trained at the highest level at home or abroad—to resist the pull of the brain drain into other trades or foreign lands, and stay and contribute to national agriculture.

We must break down the traditional barriers between research and extension and outreach to ensure a two-way flow of information and knowledge and the setting of relevant research agendas. We must encourage entrepreneurial activities that build on new funding opportunities and new financial realities. We must also realize that most agricultural scientists have a narrow scientific background and have little or no training in management and organizational issues, let alone in institutional innovation. Learning for institutional innovation is therefore paramount in training agricultural research managers and staff. This is especially needed as new technologies, such as biotechnology and information and communication technology, make their imprint on agricultural science. Cross-sector issues, particularly between agriculture and human health, are becoming increasingly important as agricultural research confronts the realities of poor peoples' survival needs and strategies.

Seeing the poor farmer as the main client

We must come to look at agricultural research in developing countries with fresh eyes. We must appreciate that so many of our research structures do not reflect the economic and political realities of the 21st century, and that they will fail to deliver the promised goods to poor people. If the CGIAR cannot address the specific plight of the poor, then the CGIAR should take "poverty alleviation" out of its

mandate and concentrate on being a high-science institution. From high science, goodies may eventually trickle to the poor—as has indeed happened in the past with, for example, the dwarf varieties and the super tilapia—and it is worthy of support. But we cannot rely on high science alone to meet the Millennium Goals by 2015, or—even more ambitiously—eradicate poverty and hunger and sustain that new order.

Once upon a time, at the start of many new nations, it was a development fundamental that institutions mattered. Then the winds changed and institutional issues were abandoned. The inability of new and relevant science to emerge in support of the rural poor is in my view a direct consequence of this ill-conceived abandon of the backbone of the primary rural industries. New institutions *must* arise. They will be different, founded on modern, mixed economies, with cross-sector links, and they will have the poor farmer as their main client. At ISNAR we believe that institutions matter a great deal, they matter most to the poor, and they must be revisited if we are to hope the Millennium Goals will be attained.

William Smith understood and mapped the stratigraphy of Britain, and science was never again the same. I believe the new ISNAR Road Map charts a course for institutional development that goes far beyond ISNAR, to outline the need for institutional innovation as the backbone of rural poverty eradication. ■

The Ecoregional Fund: Supporting methodologies for sustainable land use

by Johan Bouma, Chair of the Ecoregional Fund's International Scientific Advisory Committee

Following the broad acceptance of the need for sustainable development at the Rio Earth Summit in 1992, the CGIAR increasingly adopted a regional approach, addressing issues of natural resource management and sustainable food production that are important across regions with comparable agroecological and socioeconomic conditions.

Most of the existing research methods, however, did not adequately take into account the relationship between the regions' ecological, economic, and social factors. In 1995, the Government of the Netherlands, with support from the Swiss government, established the Fund for Methodological Support to Ecoregional Programs. Through a competitive-grant system, the Fund stimulates ecoregional initiatives that aim to develop and implement approaches for sustainable agriculture, rural development, and natural resource management. An international scientific committee advises the Fund, and ISNAR was appointed as its manager.

By the end of 2002, 10 projects had each received USD 500,000 from the Fund. Eight of these have meanwhile been completed; the remaining two will be finalized in 2004. The Fund has secured additional funding from the Dutch government for a final, two-year consolidation phase that focuses on the practical applicability of the methods developed during the first phase.

The achievements can be summarized under three main headings. First, projects in Latin America and the Himalayas made good progress in developing standardized methods to establish **computerized databases** on actual land-use and soil patterns. When land-use and soil-pattern data are combined with soil and climate characteristics, spatial patterns of land use and of associated agroecological conditions become visible. In Honduras, this method proved to be an effective tool in planning reconstruction after hurricane Mitch struck there in 1998. In Central America, adding data obtained through modern remote-sensing techniques to the database improved its potential as an analytical instrument, while updating the database periodically becomes easier. In the Himalayas, a similar method was used to chart successful experiments carried out by farmers who had adopted innovative technologies to produce new commercial crops on their land. Following such charting and the analysis of these successes, areas showing similar agroecological conditions were identified as potentially receptive to the introduction of the new technologies.

Second, four projects developed and field-tested **computer simulation techniques**, in close collaboration with local land users, politicians, and planners, with a view to exploring alternative forms of land use. Studies in the Andes noted specific trade-offs between agricultural development, environmental quality, and human health in potato production systems using biocides. Alternative land-use studies carried out in several countries in south-east Asia used a method that forces the user to make explicit both the positive and the negative effects of each land-use option, thus making the selection process more transparent. Information and communication technology enabled the rapid production of maps highlighting

the spatial effects of different policy measures, which greatly facilitated the interaction between policymakers and stakeholders and, thereby, the decision-making process.

Third, several projects developed and field-tested **new techniques** to improve crop-yield forecasting and soil and water management, all in the context of the rural development of ecoregions. In South Africa, a simulation program for maize production was developed so that insurance companies can set more realistic premiums, commercial banks can provide credit facilities more readily, and yield predictions for futures markets can be made with greater precision. In west Africa, models for studying the transformation of plant nutrients in soil were introduced in extension services and in university curricula to improve the management of the very scarce natural resources. In east Africa, new techniques for soil erosion control are being tested in the field, and local, innovative forms of resource management are observed, analyzed, and, where feasible, extrapolated.

The overall objective of the Fund is to obtain a set of practical methods in an accessible tool kit that policymakers can use to analyze existing land-use systems in a region. This analysis will lead to the development of innovative approaches that will ensure sustainability and that will better balance the various regions' ecological, economic, and social requirements. ■

www.isnar.cgiar.org/eco

Mr. Tando Lolwane (right), a farmer in Radithuso, South Africa, talks to Prof. Johan Bouma, Chair of the Ecoregional Fund's International Scientific Advisory Committee.

Ecoregional Fund
to Support Methodological Initiatives

Project activities in 2002

Region/countries	Activities and outputs	Donors/collaborators
1. Policies for institutional innovation for agricultural research		
Global	Published the book "Globalization and the Developing Countries: Emerging Strategies for Rural Development and Poverty Alleviation" (see page 24).	CABI Publishing
Global	Drafted a Research Report and a Briefing Paper on underinvestment in agricultural research, to be published in 2003.	SPAAR; World Bank; FAO
Sub-Saharan Africa	Conducted a study on the trends and developments regarding NARS reforms in Africa. Conducted seven country-case studies, a literature review, and a series of interviews with donors and international development agencies. Shared preliminary results with different audiences and drafted a report.	ASARECA; Rockefeller Foundation
	Produced the final report on the FARA transformation and presented it to the first FARA General Assembly in Mozambique.	
East Africa, Central Africa	Finalized a round of ASTI surveys in eight east and central African countries and drafted a number of country briefs. ASARECA and the ASTI team organized a one-day workshop in Kenya to present the preliminary survey results, to analyze the in-country implementation experiences, and to discuss future maintenance and improved usage of the data set. The national collaborators and ASARECA staff concluded that the data set collected through ASTI provides essential information for policymakers and agreed to develop a collaborative project proposal in the near future to seek funding for this activity.	ASARECA; national agricultural research institutes
West Africa	Signed an agreement with CORAF to conduct ASTI surveys in 12 west African countries.	CORAF
Southern Africa	Established collaboration with Botswana, Malawi, Mozambique, and Zimbabwe for a round of ASTI surveys in southern Africa.	
Kenya, Uganda	Conducted field surveys for the project "Strengthening Agricultural Policy and Institutions in Eastern Africa."	
Uganda	At the request of the Minister of Agriculture, Animal Industry and Fisheries, examined the task-force report on the review of the Ugandan NARS, and assisted NARO in formulating their views on the report.	NARO-Uganda; Ministry of Agriculture, Animal Industry and Fisheries
	A member of project 1 obtained his PhD after defending his dissertation titled "Essays on Agricultural Research Investment."	

Region/countries	Activities and outputs	Donors/collaborators
2. Linking research organizations and stakeholders in a changing context		
Global	Developed a learning module and resource kit (hard copy and CD-ROM) on partnership and resource mobilization for farmer-research-radio linkages.	CIDA; University of Guelph; FAO; DCFRN
Global	Produced Briefing Paper 50, "Planning, Implementing, and Evaluating Capacity Development."	
Global	Produced Briefing Paper 51, "Capacity Development in Planning, Monitoring, and Evaluation: Results of an Evaluation."	
Global	Produced the Briefing Paper titled "Gender and Agriculture in the Information Society" in English (no. 55), French (no. 56), and Spanish (no. 57).	CTA
Global	Completed the manuscript for a book titled "Evaluating Capacity Development: Experiences from Research and Development Organizations Around the World" and submitted it for international peer review.	CTA; IDRC; GTZ: ACIAR; SDC
Global	Played a lead role in the III World Congress on Rural Women, held in Spain, October 2–4.	
Asia	Completed the draft of a Research Management Guideline on organization performance assessment systems, to be published in 2003.	ADB
Latin America	Developed the training materials for the Public-Private Partnership (PPP) project and conducted two five-day training workshops on building public-private partnerships for fostering innovations in agrichains. Published "Approaching Public-Private Partnerships for Agroindustrial Research: A Methodological Framework," in English and in Spanish.	BMZ
Sub-Saharan Africa	Finalized Research Management Guideline 6, "Improving Agricultural Research at Universities in Sub-Saharan Africa: A Study Guide," to be published in early 2003.	
Sub-Saharan Africa	Produced Briefing Paper 48, "Listening to Stakeholders: Agricultural Research and Rural Radio Linkages."	CIDA; University of Guelph; FAO; DCFRN
Andean region	Organized the first regional training courses in the PPP project.	BMZ; national partners
Bolivia, Colombia, Cuba, Ecuador, Nicaragua	Carried out four demand-driven, technical missions to deal with institutional innovation issues.	SDC; national partners
Bolivia, Cuba, Ecuador	Carried out four missions to establish the New Paradigm Network, now consisting of 72 participants.	SDC; national partners

Region/countries	Activities and outputs	Donors/collaborators
Chile, Colombia, Uruguay	Carried out diagnostic studies on partnership evaluation.	BMZ; national partners
Colombia	Conducted a workshop on gender evaluation, using a Spanish adaptation of an ISNAR training module.	PACOFOR; FAO
Dominican Republic, Ecuador, Paraguay	Conducted characterization studies on agroindustry and research partnerships for three pilot countries.	
Ghana	Conducted a two-week capacity building workshop for eight teams of researchers/extension workers and radio broadcasters.	FORIG
Ghana	Convened a two-week workshop at FRI on partnership and resource mobilization for linking agricultural research and rural radio.	FRI
Indonesia	Completed decentralization assessment and planning. Continued work on staff performance-assessment procedures and linkage planning and assessment.	ADB; AARD
Iran	Conducted a training session on research programming for commodity programs.	AREEO
Mexico	Provided technical support to INIFAP in evaluating its ongoing process of institutional change.	INIFAP
Morocco	Participated in reviewing INRA's strategic plan and made recommendations for its improvement. Prepared the terms of reference for a study of external forces shaping the future of INRA. This study will be done by GTZ.	INRA
Mozambique	Continued assistance to CTIAP in method design and in familiarization sessions on priority setting with 30 national staff. Conducted a regional priority-setting workshop with stakeholders. Designed a staff performance-assessment system, forms, and guidelines for the Mozambique research system. Continued work on defining program content for four research institutes.	DANIDA; INIA; IPA; INIVE; CEF; CTIAP
Pakistan	Continued work on strategic planning and staff performance assessment. Initiated linkage planning and assessment. Implemented organizational performance assessment.	ADB; NARC IFHC
Rwanda	Completed "Looking Toward 2010. A Strategic Plan for ISAR."	ISAR
Sri Lanka	Completed a strategic plan for CRI. Continued work on staff performance assessment procedures as well as on governance case studies. Initiated linkage planning and assessment work. Implemented project priority setting and finalized priority-setting reports.	ADB; CRI CRI; RRI

Region/countries	Activities and outputs	Donors/collaborators
Vietnam	Completed work on strategic planning and staff performance assessment. Participated in the strategic planning exercise of NIAH. Continued work on governance case studies. Completed "Livestock Research and Development Towards 2010, A Strategic Plan for NIAH."	ADB; NIAH
3. Learning for institutional innovation		
Global	Created a web portal on learning for institutional innovation (www.isnar.cgiar.org/learning). (See page 20.)	
Global	Produced the learning module "Law and Policy of Relevance to Plant Genetic Resource Management" and conducted a two-week workshop on the topic.	IPGRI; SGRP
Global	Coauthored Briefing Paper 46 "Assessing the Training Needs of Genetic Resource Managers." (See also under project 4.)	IPGRI; SGRP
Africa, Asia, Europe	Conducted the five-day training workshop "How to Write a Convincing Proposal" for senior research managers from 16 countries.	CTA
Asia, Sub-Saharan Africa	Conducted the 12-day training workshop "INTG-Agricultural Research Management" for research program leaders, in Pretoria, South Africa.	University of Pretoria
Sub-Saharan Africa	Conducted the 12-day training workshop "Facilitation of the Agricultural Innovation Process."	INTG; ILRI; four IGA trainers
Sub-Saharan Africa, Europe	Conducted the five-day training workshop "Comment Rédiger une Proposition Convaincante" for senior research managers.	CTA
Sub-Saharan Africa	Developed a pilot distance-learning course entitled "Strategic Management and Development of Human Talents" for five African countries.	
Sub-Saharan Africa	Opened an office in Pretoria, South Africa.	
Latin America	Produced the learning module "Alianzas Público-Privadas."	CIAT; INTA-Argentina; INIA-Chile
Latin America	Conducted a pilot exercise of the project "Sharing Institutional Innovation: A Global Learning Program" (SHIIP). The exercise was attended by 24 research managers from 15 countries. Created a web site for the SHIIP project in English and Spanish (www.isnar.cgiar.org/shiip), including 10 case studies demonstrating relevant examples of institutional innovation in various agricultural research settings.	
	Produced five learning modules for FAO on the management project cycle.	

Region/countries	Activities and outputs	Donors/collaborators
4. Management of new technologies for agricultural research		
Global	Produced Briefing Paper 47, "A Conceptual Framework for Implementing Biosafety: Linking Policy, Capacity and Regulation."	DGIS; SDC; DFID; AGBIOS; Virginia Tech
Global	Coauthored Briefing Paper 46, "Assessing the Training Needs of Genetic Resources Managers." (See also under project 3.)	IPGRI; SPGR
Global	Produced ISNAR Briefing Paper 54, "Biotechnology and Sustainable Livelihoods: Findings and Recommendations of an International Consultation."	DGIS; SDC; DFID
Global	Organized and hosted the workshop "Next Harvest: Advancing Biotechnology's Public Good." Reviewed data sets from 14 countries.	DGIS; SDC; DFID
Global	Organized a three-day expert consultation "Policy Planning and Decision Support: The Case of Biosafety" in Rome. Based on the biosafety conceptual framework developed in 2001, the meeting evaluated a prototype for a decision-support system in biotechnology and biosafety, and recommended areas for further development of such a decision-support system.	FAO
Global	Co-organized the three-day "i-NARS: Rooting ICT in National Agricultural Research Systems" workshop in The Hague. The workshop analyzed trends and challenges in the use of information, knowledge, and ICTs in developing-country agricultural research. It also drafted a framework for the strategic use of information and ICTs in research.	IICD
West Africa, Central Africa	Co-organized a two-day biosafety workshop to train west- and central-African nationals who will serve as members of national biosafety committees or technical subcommittees. The workshop was attended by some 65 participants, representing a broad range of stakeholders including high-level policymakers, research institutes, environmental NGOs, and the media.	IITA; Virginia Tech
East Africa, Central Africa	Organized a three-day policy seminar "Developing National Biosafety Systems: Identifying Critical Decision Points and Information Requirements," attended by 65 participants and resource persons, representing 10 countries from east and central Africa.	ASARECA; BIO-EARN; SIDA; CTA
East Africa, Central Africa	Facilitated the planning and priority-setting process for ASARECA's "Initiative on Biotechnology and Biosafety." Supported ASARECA's working group on biotechnology and biosafety to generate a five-year program and funding proposal. Organized a review and planning meeting.	USAID; ASARECA; MSU
Argentina	Produced Country Report 63, "Analysis of a National Biosafety System: Regulatory Policies and Procedures in Argentina."	DGIS; SDC; DFID; University of Buenos Aires; CONABIA

Region/countries	Activities and outputs	Donors/collaborators
Ethiopia, Kenya, Uganda, Tanzania	Organized two planning meetings for BIO-EARN (one in The Hague and one in Nairobi). Developed work plans and started implementation of biotechnology policy activities for each country involved in BIO-EARN.	SIDA
India	Completed a five-month course entitled "Focusing Agricultural Research on the Needs of the Poor" for the ISNAR/NAARM Distance Education project in India. The course emphasized group learning, primarily through fieldwork at the village level. Co-organized the concluding conference for the four-year ISNAR/NAARM Distance Education project. Almost all of the 100+ participants (including six university vice-chancellors) praised the project for its innovative approach to distance training, particularly its emphasis on group learning and low but appropriate IT.	NAARM; DFID; COL; Wye College
	Developed a training manual, "Management Information System for Agricultural Research."	World Bank; CTA
Ghana	Developed MIS database software.	
Tanzania	Developed MIS database software.	
	Developed a biotechnology database for NAROs, together with IBS.	DGIS; SDC; DFID
	Held a 12-day training workshop on implementing management information systems for participants from Ghana, St. Vincent and the Grenadines, Tanzania, and Uganda.	
CAS		
Global	Produced Briefing Paper 53, "Defensive Publishing: A Strategy for Maintaining Intellectual Property as Public Goods."	
Global	Co-organized the "International Treaty on Plant Genetic Resources for Food and Agriculture" workshop for the CG centers.	SGRP; Genetic Resources Policy Committee (GRPC); CG-Secretariat
Global	Co-organized the GIS-CSI-IP workshop. Coauthored the meeting report.	USAID; CIMMYT; Rockefeller Foundation; CSI-CG
Global	Helped The McKnight Foundation grantees in the Collaborative Crop Research Program revise IP-management plans. There are 15 grantees groups that involve collaborative projects with developed- and developing-country partners. A panel of IP experts, most of whom come from the CGIAR, are assisting the CAS Manager in carrying out this project.	The McKnight Foundation
Global	Held the second, three-day "Annual CGIAR IP Strategy Workshop" in The Hague. Representatives from nine CGIAR centers shared the IP experiences of their centers and designed and discussed IP tools and ways of organizing information concerning intellectual assets.	CDC; individual CGIAR centers

Region/countries	Activities and outputs	Donors/collaborators
Global	Organized the 4th meeting of the CAS Expert Advisory Committee.	CDC
Ethiopia, Kenya, Tanzania, Uganda	Held discussions with BIO-EARN steering committee members regarding intellectual property issues in BIO-EARN countries.	SIDA
5. Building capacity to respond to cross-sector demands		
Global	Produced Country Report 64, "The Agricultural Innovation System of Azerbaijan: An Assessment of Institutional Linkages."	
Global	Participated in developing the CGIAR Challenge Program on Water and Food. Provided a leader for the training workshop "How to Write a Convincing Proposal" organized by the "Learning for Institutional Innovation" staff (see project 3).	
Sub-Saharan Africa	Conducted broad consultative processes, drawing on background papers, think tanks, and stakeholder workshops, which led to establishment of the national networks HASNET (Uganda) and HASARNET (Malawi) on HIV/AIDS and the agricultural sector. These provide an institutional framework for action research, mutual learning, and policy dialogue. Announced the establishment of the Regional Network on HIV/AIDS, Rural Livelihoods and Food Security (RENEWAL) at the Barcelona Global AIDS Conference. Held the first regional "Methods and Indicators Workshop" of RENEWAL in Uganda. Organized regional workshop on "Rural Radio in Support of Innovation by HIV/AIDS-Affected Farm Households and Communities" in Uganda.	IDRC, Norway, USAID; IFPRI, Ministries of Agriculture (Malawi and Uganda), NARO, National AIDS Commissions, Makerere University, University of Malawi, OXFAM, Southern Africa AIDS Training Program DFID (through IFPRI)
South Africa	Participated in proposing a planning framework for the newly created NARF.	NARF
Azerbaijan	Organized a one-day workshop to facilitate public-private partnership for the development of the agricultural innovation system.	CGIAR collaborative program on Central Asia and the Caucasus
6. Entrepreneurial partnerships to support agricultural research		
Global	Developed a customer satisfaction system to ensure that (1) client expectations for quality service can be better met; (2) ISNAR investor funds are put to the best possible use; and (3) ISNAR can consistently monitor, improve quality, and keep adequate records of its advisory service work. Field-tested the system's questionnaires for ISNAR's strategic planning project in Rwanda.	
Africa, Asia, Latin America	Eleven ISNAR Global Associates carried out missions for ISNAR, mainly as trainers in ISNAR workshops.	

Region/countries	Activities and outputs	Donors/collaborators
Latin America	Prepared and circulated number of generic ISNAR product and service descriptions to test countries in Latin America, and sought feedback on these products and services.	
Colombia	Coordinated and provided a lead role in the external evaluation of CORPOICA.	CORPOICA
Costa Rica	Helped the Ministry of Agriculture prepare the plans and legislation to create a new autonomous agricultural research institute (INTA). INTA was approved by the National Legislature.	Ministry of Agriculture
Dominican Republic	Supported the creation of a NARS, which led to the creation of the national council CONIAF. CONIAF is to coordinate and finance the new autonomous institute IDIAF and strengthen the existing private foundation CEDAF.	
General		
Global	Developed a "knowledge base," a web-based repository on various topics in agricultural research (see p. 20). Redesigned the ISNAR website (see p. 20).	
Global	Carried out an impact assessment study on ISNAR's work and a study on the usefulness of ISNAR publications.	
Australia, Netherlands, Switzerland, UK, USA	Produced a Briefing Paper in Spanish (no. 49) and English (no. 52) on institutional innovation in agricultural research in developed countries.	PROCISUR; IDB

"ISNAR's ability to respond to requests with targeted funding depends on the base created by the generous support of donors providing unrestricted funding." ***Stein W. Bie, Director General***

In 2002, unrestricted funds were provided by Australia, Belgium, Canada, Germany, India, Iran, Italy, Japan, Netherlands, Norway, Peru, Philippines, South Africa, Sweden, Switzerland, USA, and the World Bank.

Website news

2002 saw a complete redesign and upgrade of ISNAR's family of websites. We have made our website more user-friendly, added new features, and brought it more in tune with today's esthetic and technical requirements. Ease of access from developing countries has been a major goal in redesigning the website, and although the new design contains more graphics, they have been minimized so that pages will load quickly on slower systems. Each web page also has a printer-friendly version that does not include (most) graphical elements.

A new feature on the website is the "subscribe" function, where visitors can register to receive news about ISNAR, the website, and new publications, as well as subscribe to ISNAR's electronic newsletters, such as the Training Newsletter, the CAS Newsletter, the IBS Updates, and the ASTI Updates.

Three major sections have been added to the website. The ISNAR Library and Information Service has developed a "Knowledge Base," a digital repository on various topics in agricultural research. The Learning for Institutional Innovation program has created a "Learning Portal," presenting, for example, ISNAR's suite of learning materials and news about learning events. A set of case studies on successful institutional innovation in agricultural research are presented under the umbrella "Sharing Institutional Innovation" (SHIIP), with Spanish translations.

Throughout the year, we continuously updated our on-line publications catalog and continued to make our electronic research data sets available. □

www.isnar.cgiar.org

New design

Clear navigation

What's new section

Download or order publications

Electronic library

Knowledge Base

Project and thematic webpages

Send a comment

Subscribe and interact

Search tools

Learning Portal

CGIAR search

Sharing Institutional Innovation project (SHIIP)

Printer friendly version

Publications in 2002

Most ISNAR publications are published both on paper and electronically. The electronic versions can be downloaded from ISNAR's website (www.isnar.cgiar.org) at no charge. ***Also see the CD-ROM attached to this Report for all of ISNAR's electronic publications published since 1995!***

Corporate and General Publications

ISNAR annual report 2001.

Medium term plan 2003–2005.

Catalog of publications 2002–2003.

Book

Globalization and the developing countries: Emerging strategies for rural development and poverty alleviation, edited by **D. Bigman**. Wallingford, UK/New York, USA: CABI Publishing in association with ISNAR. Contributors *(in alphabetical order)*: A.A. Amin, **D. Bigman**, L. Busch, **J.I. Cohen**, G.Y. Dogbey, C.K. Dordunoo, E. Douya, C.A. Falconi, **V. Henson-Apollonio**, J. Huang, S. Jha, J.T. Karugia, **J. Komen**, A. Mbeaoh, M.L. Morris, H.O. Nyangito, F. Okunmadewa, J.K. Olayemi, C.L. Paul, S. Salazar, P.V. Srinivasan, J. A. Vásquez, L. Zuidema.

Briefing Papers

No. 46. Human resource development for genetic resource managers. By Z. Peixoto França, H. Hambly Odame, and J.I. Cohen.

No. 47. A conceptual framework for implementing biosafety: Policy, capacity and regulation. By M.A. McLean, B. Frederick, P.L. Traynor, J.I. Cohen, and J. Komen.

No. 48. Listening to stakeholders: Agricultural research and rural radio linkages. By H. Hambly Odame and A. Kassam.

No. 49. Innovaciones institucionales en la investigación agrícola pública en los países desarrollados. By W. Janssen.

No. 50. Planning, implementing, and evaluating organizational capacity development. By D. Horton.

No. 51. Evaluating organizational capacity development in the area of planning, monitoring, and evaluation. By D. Horton and R. Mackay.

No. 52. Institutional innovation in agricultural research in five developed countries. By W. Janssen.

No. 53. Defensive publishing: A strategy for maintaining intellectual property as public goods. By S. Adams and V. Henson-Apollonio.

No. 54. Biotechnology and sustainable livelihoods—Findings and recommendations of an international consultation. By J. Falck-Zepeda, J.I. Cohen, R. Meinzen-Dick, and J. Komen.

No. 55. Gender and agriculture in the information society. By H. Hambly Odame, N. Hafkin, G. Wesseler, and I. Boto (Copublished with CTA).

No. 56. La problématique hommes-femmes et l'agriculture dans la société de l'information. By H. Hambly Odame, N. Hafkin, G. Wesseler, and I. Boto. (Copublished with CTA).

No. 57. Género y agricultura en la sociedad de la información. By H. Hambly Odame, N. Hafkin, G. Wesseler, and I. Boto. (Copublished with CTA).

No. 58. Sources of innovation in dairy production in Kenya. By C. Schreiber.

Country Reports

No. 63. Analysis of a national biosafety system: Regulatory policies and procedures in Argentina. By M. Burachik and P.L. Traynor.

No. 64. The agricultural innovation system of Azerbaijan: An assessment of institutional linkages. By T. Temel, W. Janssen, and F. Karimov.

Project and Joint Publications

Organizing and managing ecoregional programs: Analytical description, reviews, and stakeholder issues. By D. Horton, G. Manicad, W. Andriesse, F. Neuman, J. Berdegué, G. Escobar, and P. Schlooz.

Looking toward 2010. A strategic plan for ISAR. Rwanda.

Approaching public-private partnerships for agroindustrial research: A methodological framework. By L.F. Vieira and F. Hartwich. ISNAR: Costa Rica.

Caracterización del sector agroindustrial de la República del Paraguay. By J. López and R. Dietze. ISNAR: Costa Rica.

Caracterización del sector agroindustrial de República Dominicana. By A. Rojas and I. Santana. ISNAR: Costa Rica.

Caracterización del sector agroindustrial ecuatoriano. By D. Vizcaíno and C. Cortéz. ISNAR: Costa Rica.

HIV/AIDS, agriculture and food security in Malawi: Background to action. By N. Ngwira, S. Bota, and M. Loevinsohn. RENEWAL Working Paper 1. ftp://ftp.cgiar.org/isnar/renewal/renewal_wp1.pdf

Action plans: HIV/AIDS, food security and rural livelihoods in Malawi: Conclusions of the preparatory process. Ministry of Agriculture and Irrigation, Lilongwe, and ISNAR. www.isnar.cgiar.org/renewal/pdf/HIV_Malawi.pdf

HIV/AIDS and the agriculture sector in Uganda: Networking for action. Report of the think tank and stakeholder workshop (Jija March 6–8 & 11). National Agriculture Research Organization (NARO), Entebbe and ISNAR. www.isnar.cgiar.org/renewal/pdf/HASNETwrks.pdf

A strategy for the Coconut Research Institute (CRI).

Priority setting for RRI research and service projects.

Staff performance assessment and enhancement and governance systems of the National Institute of Animal Husbandry (NIAH): A summary report.

Livestock research and development Towards 2010, A strategic plan for the National Institute of Animal Husbandry (NIAH) NIAH-ISNAR: Vietnam, Hanoi.

Training Materials

Six-day module: Cómo redactar una propuesta convincente: Fortaleciendo el desarrollo de proyectos, las relaciones con los donantes y la movilización de recursos en la investigación agrícola.

Five-day module: Law and policy of relevance to the management of plant genetic resources.

Mini-module (4 sessions): Alianzas público-privadas. Taller de sensibilización promoviendo. Alianzas público-privadas para la investigación y la competitividad de las cadenas agroindustriales.

Five-day module: Alianzas público-privadas para la investigación agroindustrial.

Focusing agricultural research on poverty alleviation: pilot distance training module (November 2001–March 2002). ISNAR-ICAR/NAARM research project in collaboration with WYE College External Programme (UK) and Commonwealth of Learning (Canada).

Distance training for agricultural research management: Adaptive research report. ICAR/NAARM- ISNAR (funded by Competitive Research Facility, Natural Resources Research Department, Department for International Development (UK).

Partnership and resources mobilization for farmer, research, and radio linkages. University of Guelph; Developing Countries Farm Radio Network, ISNAR, FAO. Learning module, annex, and resource kit.

External publications

Beintema, N.M. and C. Tizikara. Uganda. Agricultural science & technology indicators country brief No. 1. Washington, DC: IFPRI, ISNAR, and NARO-Uganda.

Bie, S.W. Evolution and new directions using information systems for enhancing farmer partnership in NARS agricultural research. In *Agricultural technology research for sustainable development in developing regions*, edited by M. Yajima and K. Tsurumi. The 7th JIRCAS International Symposium, JIRCAS International Symposium Series No.9. Japan: Japan International Research Center for Agricultural Sciences and Ministry of Agriculture, Forestry, and Fisheries. pp.xxix–xxxiv.

Bie, S.W. Revisiting agricultural research institutions for the poor at a time of globalisation and privatisation. In *Proceedings of the conference "The role of research in the development of African agriculture, with special focus on the international agricultural research centers" (Copenhagen, June 19, 2001)*. Copenhagen, Denmark: Ministry of Food, Agriculture, and Fisheries/Danish Institute of Agricultural Sciences. pp.27–30.

Bie, S.W. The changing nature of agricultural research. In *A framework for a global agricultural research for development information system (technical session I), Proceedings of an expert consultation on the development of an Asia-Pacific agricultural research informaion system (APARIS), Chiang Rai, Thailand (November 6–7,*

New publication

Recommended reading for economists, research managers, and students

Globalization and the Developing Countries: Emerging Strategies for Rural Development and Poverty Alleviation

Edited by David Bigman

352 pages / ISBN 0 85199 575 6 / USD 40 / Order code: ISNAR 321

Published jointly by ISNAR and CABI Publishing.

Can be viewed on-line at www.isnar.cgiar.org/publications/books/globalization02.htm

The globalization process and the internal policy reforms that the developing countries have implemented during the past decade have changed the relative prices of practically all their inputs and outputs. Agricultural producers have therefore been forced to change the structure and methods of their production.

This book reviews the impact of globalization by examining, for example, how changes in global trading rules and regulations, the removal of trade barriers, and the elimination of many country-specific and commodity-specific trade agreements affect the economies of developing countries. The book studies the effects of these factors on the agricultural sectors of these countries. It is invaluable to specialists in the fields of agricultural and development economics.

Part I: Globalization from the Perspective of the South; **Part II:** Globalization, Policy Reforms, and the Agricultural Sector: The Developing Countries' Perspective; **Part III:** The Changing Rules of Global Trading and the Impact on the Agricultural Sector and Agricultural Research; **Part IV:** The Role of Public Agricultural Research.

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DP 02-2. Policy research on African agriculture: Trends, gaps, challenges. By S.W. Omamo.

DP 02-3. Malaria from the gap: Need for cross-sector cooperation in Azerbaijan. By T. Temel.

DP 02-4. A method for linkage analysis. By T. Temel.

DP 02-5. Regional priority setting in agricultural research—an Asian perspective. By Y. Liang and M.M. Rahman.

DP 02-6. A conceptual framework for studying linkages in agricultural, health, and the environment system. By T. Temel and A. Maru.

DP 02-7. Evaluating organizational capacity. By R. Mackay, D. Horton, and A. Andersen.

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CAAS, PR China

Financial report for 2002

The financial information on the following pages has been extracted from the full 2002 Financial Statements audited by the independent accounting firm Deloitte and Touche. ISNAR's result for the year is a shortfall of income in comparison to expenses amounting to USD 945,000. For 2001, ISNAR had achieved a small surplus, with overall revenue and expenditure both around the level of USD 8.3 million. But in 2002 revenue reduced to USD 7.9 million, while expenses increased to USD 8.9 million, resulting in a shortfall that greatly reduces ISNAR's financial reserves.

Like all other CGIAR centers, ISNAR has to execute its budget and program while being uncertain regarding the amount and nature of donor funding that it will receive during that year. ISNAR continues to be in discussion with its auditors over the difficulty of long-term commitments, staffing, forward planning, and budgeting, when most of its donors provide support only on an annual basis, and often only towards the end of the year.

ISNAR will certainly be undergoing changes in 2003, and these should lead to a more stable financial situation.

ISNAR records its appreciation of its donors in 2002 both of unrestricted contributions and targeted funding. We hope very much they will at least maintain and hopefully increase their financial contributions to ISNAR activities in the future.

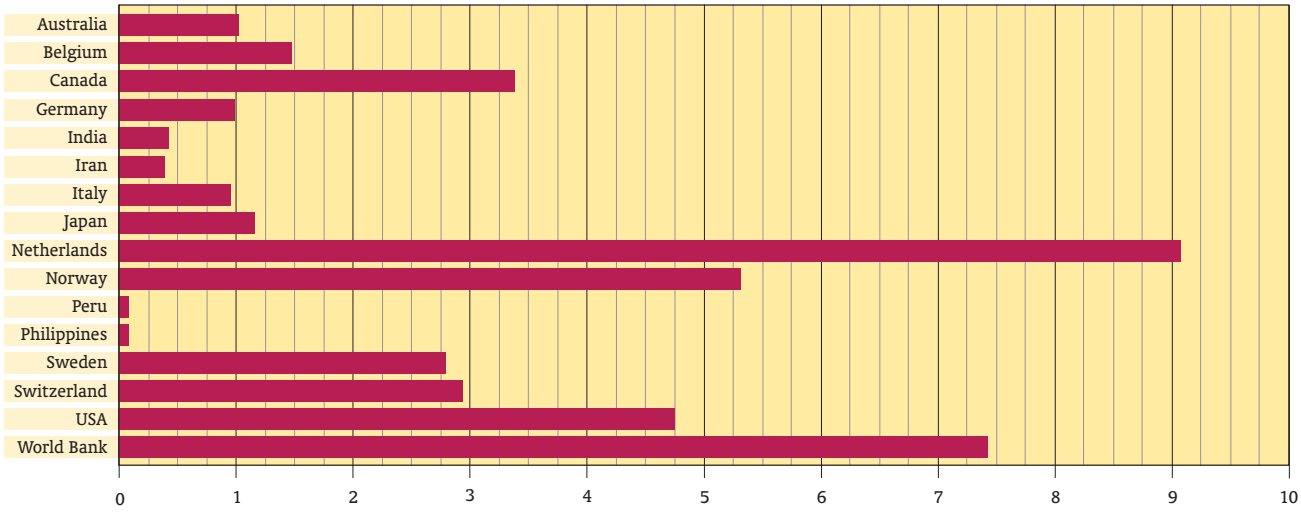
Statement of activity

Revenue	Unrestricted	Restricted	Total 2002	Prior year
Grants	4,368	3,473	7,841	8,076
Other revenues	83	-	83	247
Total revenue	**4,451**	**3,473**	**7,924**	**8,323**
Expenses				
Program expenses	2,423	2,993	5,416	5,855
Management and general expenses	3,453		3,453	2,447
Subtotal	**5,876**	**2,993**	**8,869**	**8,302**
Recovery of indirect costs	(480)	480		
Total expenses	**5,396**	**3,473**	**8,869**	**8,302**
Excess of expenditure over revenue	(945)	-	(945)	21
Net assets				
Net assets at beginning of year	1,694	-	1,694	1,673
Change in year	(945)	-	(945)	21
Net assets at end of year	**749**	-	**749**	**1,694**
Memo item				
Expenses, by natural classification:				
Personnel costs	3,794	1,509	5,303	4,779
Supplies and services	1,915	615	2,530	2,276
Operational travel	195	869	1,064	982
Depreciation of fixed assets	141	-	141	158
Exceptional items (exchange losses, provisions)	(169)	-	(169)	87
Total expenses	**5,876**	**2,993**	**8,869**	**8,302**

Notes: All figures are stated in USD 000's.
The above information is taken from ISNAR's audited Financial Statements for 2002.
The complete Financial Statements are available on request.

Donors supporting ISNAR's work in 2002

Contributors of unrestricted funding (USD 100,000's)



Contributors of targeted funding

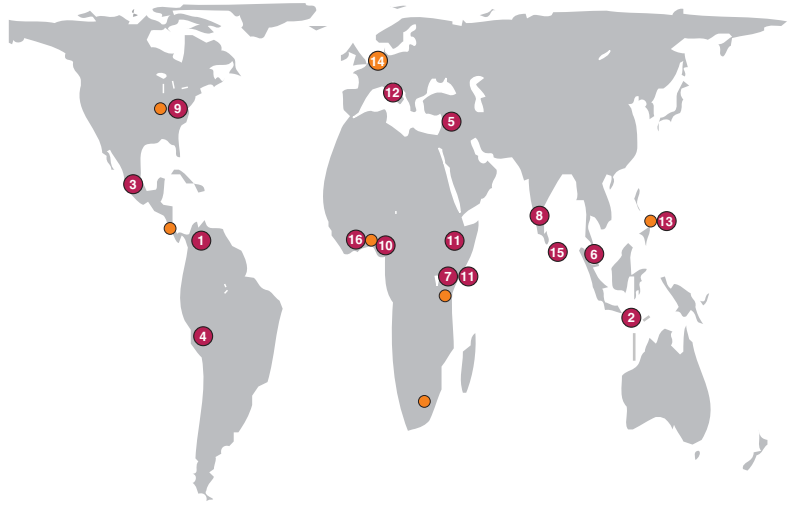
Asian Development Bank (ADB)
Australia: Australian Centre for International Agricultural Research (ACIAR)
Canada: Canadian International Development Agency (CIDA)
Canada: International Development Research Centre (IDRC)
Colombia: Corporación Colombiana de Investigación Agropecuaria (CORPOICA)
Denmark: Danish International Development Agency (Danida)
Dominican Republic: Centro para el Desarrollo Agropecuario y Forestal (CEDAF)
Food and Agriculture Organization of the United Nations (FAO)
Germany: Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
Germany: Hohenheim University
International Bank for Reconstruction and Development/The World Bank Group (IBRD)
Iran: Agricultural Research, Education, and Extension Organization (AREEO)
Japan: Japan International Cooperation Agency
Netherlands: Directoraat-Generaal voor Internationale Samenwerking (DGIS)
Norway
Organisation for Economic Co-operation and Development (OECD)
Rockefeller Foundation
Sweden: Stockholm Environment Institute (SEI)
Switzerland: Swiss Agency for Development and Cooperation (SDC)
Technical Centre for Agricultural and Rural Cooperation (ACP-EU) (CTA)
Uganda: National Agricultural Research Organization (NARO)
United Kingdom: Department for International Development (DFID)
USA: US Agency for International Development (USAID)

Acronyms/abbreviations

AARD	Agency for Agricultural Research and Development (Indonesia)
ACIAR	Australian Centre for International Agricultural Research
ADB	Asian Development Bank
AGBIOS	Agriculture & Biotechnology Strategies Inc (Canada)
AREEO	Agricultural Research, Education, and Extension Organization (Iran)
AROW	Agricultural Research Organizations on the Web (ISNAR)
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASTI	Agricultural Science and Technology Indicators (ISNAR/IFPRI project)
BIO-EARN	East African Regional Program and Research Network for Biotechnology, Biosafety, and Biotechnology Policy Development (supported by SIDA-Sweden)
BMZ	Bundesministerium für Wirtschaftliche Zusammenarbeit (Germany)
CABI	Centres for Applied Biosciences– International
CAS	Central Advisory Service on Proprietary Technology (CGIAR)
CCRP	Collaborative Crop Research Program (competitive grants program funded by McKnight)
CDC	Center Directors Committee (CGIAR)
CEDAF	Centro para el Desarrollo Agropecuario y Forestal (Dominican Republic)
CEF	Centro de Experimentação Florestal (Mozambique)
CGIAR	Consultative Group on International Agricultural Research
CIAT	Centro Internacional de Agricultura Tropical
CG-Secretariat	Secretariat of the Consultative Group on International Agricultural Research
CIDA	Canadian International Development Agency
CIMMYT	Centro Internacional de Mejoramiento de Maíz y Trigo
CIP	Centro Internacional de la Papa
COL	Commonwealth of Learning
CONIAF	Consejo Nacional de Investigaciones Agropecuarias y Forestales (Dominican Republic)
CORAF/WECARD	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles West and Central African Council for Agricultural Research and Development
CONABIA	Comisión Nacional Asesora de Biotecnología Agropecuaria (Argentina)
CORPOICA	Corporación Colombiana de Investigación Agropecuaria
CRI	Coconut Research Institute (Sri Lanka)
CSI	Consortium for Spatial Information (CGIAR)
CTA	Centre technique de coopération agricole et rurale
ACP-UE)	Technical Centre for Agricultural and Rural Cooperation (ACP-EU)
CTIAP	Conselho Técnico de Investigação Agrária e Pesqueira (Mozambique)
DANIDA	Danish International Development Agency
DCFRN	Developing Countries Farm Radio Network (based in Canada)
DFID	Department for International Development (UK)
DGIS	Directorate-General for International Cooperation (Netherlands)
ECD	Evaluating Capacity Development (ISNAR)
FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
FORIG	Forestry Research Institute of Ghana
GIS	geographic information system(s)
GRPC	Genetic Resources Policy Committee
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (Germany)
HASARNET	HIV/AIDS and the Agriculture Sector Action Research Network (national network, Malawi)
HASNET	HIV/AIDS and the Agriculture Sector Network.(national network, Uganda)

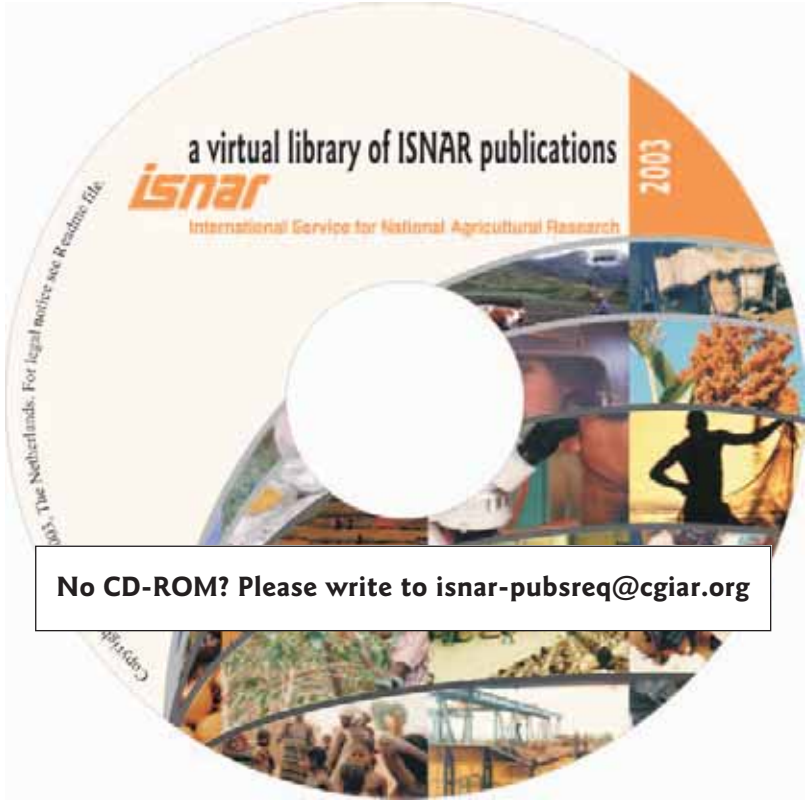
IBRD/World Bank	International Bank for Reconstruction and Development (World Bank)
IBS	ISNAR Biotechnology Service
ICT	information and communications technology
IDIAF	Instituto Dominicano de Investigaciones Agropecuarias y Forestales (Dominican Republic)
IDRC	International Development Research Centre (Canada)
IFHC	Institute for Field and Horticultural Crops (Pakistan)
IFPRI	International Food Policy Research Institute
IGA	ISNAR global associate
IGIDR	Indira Gandhi Institute of Development Research (India)
IICD	International Institute for Communication and Development
IITA	International Institute of Tropical Agriculture ILRI
INIA-Chile	Instituto de Investigaciones Agropecuarias
INIFAP	Instituto Nacional de Investigaciones Forestales y Agropecuarias (Mexico)
INIVE	Instituto Nacional de Investigaçao Veterinária (Mozambique)
INTA-Argentina	Instituto Nacional de Tecnología Agropecuaria
INTA-Costa Rica	Instituto Nacional de Innovación y Transferencia de Tecnología Agropecuaria
INTG	IARC/NARS Training Group
IP	intellectual property
IPA	Animal Production Institute (Mozambique)
IPGRI	International Plant Genetic Resources Institute
IRRI	International Rice Research Institute
ISAR	Institut des Sciences Agronomiques du Rwanda
IWMI	International Water Management Institute
JICA	Japan International Cooperation Agency
MIS	management information system(s)
MSU	Michigan State University (USA)
MTP project	Medium-term project (ISNAR)
NAARM	National Academy of Agricultural Research Management (India)
NARC	National Agricultural Research Centre (Pakistan)
NARF	National Agricultural Research Forum (Republic of South Africa)
NARO	national agricultural research organization
NARO	National Agricultural Research Organization (Uganda)
NARS	national agricultural research system(s)
NIAH	National Institute of Animal Husbandry (Vietnam)
OECD	Organisation for Economic Co-operation and Development (based in France)
OXFAM	Oxford Committee for Famine Relief
PACOFOR	Proyecto Desarrollo de la Participación Comunitaria en el Sector Forestal (Colombia)
PPP	Public-Private Partnership (ISNAR)
PROCISUR	Programa Cooperativo para el Desarrollo Tecnológico Agropecuario del Cono Sur
RENEWAL	Regional Network on HIV/AIDS, Rural Livelihoods and Food Security
RF	Rockefeller Foundation
RRI	Rubber Research Institute (Sri Lanka)
SDC	Swiss Agency for Development and Cooperation
SEI	Stockholm Environment Institute (Sweden)
SGRP	System-wide Genetic Resources Program (CGIAR)
SHIIP	Sharing Institutional Innovation: A Global Learning Program (ISNAR)
SIDA	Swedish International Development Cooperation Agency
SPAAR	Special Program for African Agricultural Research (World Bank)
USAID	United States Agency for International Development
Virginia Tech	Virginia Polytechnic Institute and State University
Wye College	Imperial College London, Wye Campus (UK)

CGIAR-supported international centers and ISNAR outposts



1. **CIAT** Centro Internacional de Agricultura Tropical, Cali, Colombia
2. **CIFOR** Center for International Forestry Research, Bogor, Indonesia
3. **CIMMYT** Centro Internacional de Mejoramiento de Maíz y Trigo, El Batan, Mexico
4. **CIP** Centro Internacional de la Papa, Lima, Peru
5. **ICARDA** International Center for Agricultural Research in the Dry Areas, Aleppo, Syria
6. **ICLARM** International Center for Living Aquatic Resources Management, Penang, Malaysia
7. **ICRAF** International Centre for Research in Agroforestry, Nairobi, Kenya
8. **ICRISAT** International Crops Research Institute for the Semi-Arid Tropics, Patancheru, India
9. **IFPRI** International Food Policy Research Institute, Washington, DC, USA
10. **IITA** International Institute of Tropical Agriculture, Ibadan, Nigeria
11. **ILRI** International Livestock Research Institute, Addis Ababa, Ethiopia/Nairobi, Kenya
12. **IPGRI** International Plant Genetic Resources Institute, Rome, Italy
13. **IRRI** International Rice Research Institute, Los Baños, The Philippines
14. **ISNAR** International Service for National Agricultural Research, The Hague, The Netherlands
15. **IWMI** International Water Management Institute, Colombo, Sri Lanka
16. **WARDA** West Africa Rice Development Association, Bouaké, Côte d'Ivoire

● In 2002, outposted staff were located in San José, Costa Rica; Ibadan, Nigeria; Los Baños, The Philippines; Pretoria, South Africa; Entebbe, Uganda; and Washington, DC, USA.



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The **International Service for National Agricultural Research (ISNAR)** is one of the 16 Future Harvest Centers supported by the Consultative Group on International Agricultural Research (CGIAR). ISNAR seeks to contribute to the generation and use of knowledge that fosters sustainable and equitable agricultural development. ISNAR's mission is to help bring about innovation in agricultural research institutions in developing countries to increase the contribution of research to agricultural development for the poor.

ISNAR identifies and advances new arrangements that promote more effective generation of new knowledge. Emphasis on institutional innovation allows ISNAR to play a catalytic role in the change processes taking place in many developing countries. At the same time, it is strengthening its ability to play an important role in the new programs being developed by the CGIAR. The focus on institutional innovation puts ISNAR in a strategic position in a research community where national and international concerns are increasingly converging.

ISNAR conducts its work on institutional innovation through the following six thematic areas of work:

- Policies for institutional innovation for agricultural research
- Linking research organizations and stakeholders in a changing context
- Learning for institutional innovation
- Management of new technologies for agricultural research
- Building capacity to respond to cross-sector demands
- Entrepreneurial partnerships to support agricultural research

Founded in 1979, ISNAR is headquartered in The Hague, the Netherlands. Regional offices are located in San José, Costa Rica; Ibadan, Nigeria; Los Baños, the Philippines; Pretoria, South Africa; and Washington, DC, USA.

isnar

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ISNAR is a Future Harvest center

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