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Consultancy Report on
Research Planning and Management

6, February to 4 April, and

8 - 14 May, 1986

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A. Terms of reference

The consultancy period was for two months, February - March 1986 as the first part of a recurring consultancy as a part of Winrock International's implementation of the Agricultural Research and Production Project (367-0149). These were planned for two people but it was possible for only one to participate in this first consultancy period.

The terms of reference included, but the consultants were not necessarily to be restricted to the following:

1. Assist the MOA and DOA in establishing a research management plan by a) elaborating the duties and responsibilities of RCC and the NARSC; and b) participating in the meeting(s) of the RCC and NARSC.

2. Work with the RCC in reviewing the research structure of the DOA.
3. Analyze the existing research structure and identify those aspects which may require change.
4. Develop priorities in a time-frame to enable changes to be instituted systematically without disruption to the on-going research activities.
5. Establish research priorities consistent with national goals and farmer capabilities.
6. Establish monitoring systems for research and production programs.
7. Create inter-disciplinary approaches to farmer problems involving various divisions, programs and agencies.
8. Review, with the research farm management consultant, the existing network of research stations and farms and establish guidelines for their improvement and use.
9. Review personnel policies which affect research productivity and provide guidelines for changes, where these are necessary.
10. Review manpower development programs that are underway or may be developed to support research and research management.

11. Review with the consultant on financial planning, the budget preparation process and advise on the establishment of priorities for allocation of funds and other aspects for funding agricultural research.

B. Terms of reference for subsequent consultancies

The consultancy could not do full justice to all these activities in the first instance, and most will have to be addressed more fully in subsequent consultancies. For the next twelve months consultancy periods for my self and Dr. Charle D. Whyte and the terms of reference are as follows. These reflect discussions held with Mr. A.M. Pradhanang, Dr. Whyte and myself and are subject to review at headquarters, with HMG and USAID. The timing will be dependent in part upon progress here in Nepal regarding staffing and activation of NARSC and RCC.

Terms of Reference for Tentative Second Visits of the
Research Management Consultants in 1986 and for 1987

	<u>WHF</u>	<u>CDW</u>
1. Review and evaluate the draft report covering a long term review of research in Nepal	2/87	9/86
2. Review and evaluate the draft annual report for 1984-85 and suggest modifications for 1985-86.	2/87	9/86
3. Review and evaluate the extension materials prepared.	2/87	9/86
4. Review the institutional structures of RCC and NARSC and assess activities in relation to objectives	2/87	2/87
5. Evaluate implementation of the research management activities at the RCC and NARSC levels and propose improvements and/or modifications.	2/87	2/87
6. Review priorities for experiment station development and progress in this area.	-	9/86
7. Review impact monitoring and evaluation methods being used and propose improvements or modifications	2/87	2/87
8. Participate in meetings of the RCC and NARSC.	2/87	2/87
9. Participate in NARSC briefing to research leaders prior to budget preparation for 1987-88	2wks 11/86	
10. Participate in RCC/NARSC Research Planning Workshop	2/87	2/87
11. Assist in preparation of research program statements for priority commodity programs, divisions, stations and farms.	2/87	2/87

C. Activities

During this present period activities were broadly as follows:

1. Collection of reports and discussions with officials of HMG et al, regarding research management.
2. Drafting a report entitled "Proposals for the Operation of a National Agricultural Research System in Nepal".
3. Participation in the Summer Crops Workshop to assess the present research activities and present some concepts of the report.
4. Modifications of phases of the Work Plan relating to research management.
5. Review the report with the HMG officials et al followed by a redraft. This review did not take place until 26 March so the review of the second draft was scheduled for 8 May, after my return from a personal trip to India.
6. Final report preparation which forms an attachment to this consultancy report.

D. Composition of the report on research management

The body of the report provides the composition, functions and authorities of the RCC which were prepared by the consultant based upon discussions, information and judgement of the consultant. The NARSC description and functions are primarily from the

translation of the Nepali version of the establishment and operation of NARSC. Organograms have been developed to show the relationships of these new institutional segments to the other components of the Ministry of Agriculture and the Department of Agriculture, as presently being put into operation and others show phasing over time to a more complete institutional concept for agricultural research.

Appendix I is a digest of Mosher's 15 points critical to agricultural research management. Appendices II and III of the report covering the project structure of agricultural research and program planning and execution draw heavily upon the earlier report of a specially appointed local team and a consultancy team of 1977 entitled "A Proposal for a Nepal Council of Agricultural Research". Modifications reflect the present institutional structure in the Ministry and the Department which include the reactivation of the National Agricultural Research Coordination Committee (RCC) and the creation of the National Agricultural Research and Services Center (NARSC). Appendix IV outlines a monitoring and evaluation system while Appendix V attempts an evaluation of present research activities based on numbers of trials.

The report and appendices outline procedures and activities which are necessary to more properly address several of the points in the terms of reference. The review of previous research for historical purposes was suggested by Secretary of Agriculture

P.N. Rana in discussions in Janakpur. A current annual report of research activities would provide a basis for a reorientation of developments of research planning. Instead of budgets determining research plans, research planning would be the basis of budget development and for targets for research activity instead of those targets currently established by the Planning Commission.

Budget preparation for the first time would identify research activity separately from other activities of scientists and the stations/farms. The financial management consultant will develop specific budget preparation systems to enable more accurate budget preparation and disbursement control.

Likewise, the personnel management consultant will address specifically and in detail the various aspects of personnel management as they affect research productivity.

E. Time Tables

Time tables of research management and related activities for the RCC and NARSC have been prepared and included in the Work Plan. These are reproduced herewith as Table 1 and 2 as a part of this report.

Table 1 - Initial activities of the Research Coordination Committee (RCC)

	Activities	Responsible Agencies	Target Date
01.	Reconstitution of RCC	MOA	6/86
02.	Establishment of RCC Secretariat	MOA/MOF/MO Adm.Mgt.	4/86*
03	Setting-up Different Disciplinary Panels, Inter-Disciplinary Technical Panels		3/86*
04.	Technical Panels Meet	RCC	5/86*
05.	RCC Meetings for Approval of Agricultural Research 1986-87 Activities	RCC/MOA	6/86
06.	<u>Formulation of Criteria for Research Project Selection</u>	WI Research Mgt./ RCC Secretariat/NARSC	4/86
07.	<u>Development of Research Evaluation Criteria/Establishment of Monitoring Panels</u>	WI Research Mgt./ RCC Secretariat/NARSC	4/86
08.	<u>Research Policies and Priorities</u> by Crops or Sub-Sectors such as Cash Crops, Cereals, Livestock and so on	WI Research Mgt./ RCC Secretariat/NARSC	2/87
09.	<u>Considerations on Alternative Fiscal and Personnel Measures</u>	RCC/MOA/WI Financial & Personnel Mgt. Cons.	10/86
10.	Dialogue with National Planning Commission (NPC), Ministry of Finance, and Ministry of Administrative Management for Consideration on Alternative Fiscal and Personnel Policies	RCC/MOA/MOF/MOAdm. Management	11/86
11.	Further detailed lines of action will be worked out.	RCC/Res. Mgt. Cons.	2-2/87

Table 2 - Initial Activities of the National Agricultural Research and Services Center (NARSC)

	Action/Activities	Responsible Agencies	Target Date
01.	Working Groups activated	DOA/NARSC/RD/Commodity Coordinator/programs	12/86*
02.	Disciplinary panels activated	DOA/NARSC/Div.	1/87*
03.	Interdisciplinary Technical Panels Activated	DOA/NARSC/RCC	5/86, 1/87*
04.	Site for new construction at Khumaltar identified	DOA	1/86
05.	Khumaltar Farm Management	NARSC, WI	2/86
06.	Monitoring plan designed	DOA, WI Res. Mgt. Cons.	3/86
07.	Planning component operational	DOA, WI	4/86
08.	Farm/Station inventory team established	DOA, WI	3/86
09.	Farm/Station inventory completed	DOA, WI	6/86
10.	Develop priority list for 17 DOA, DOL stations	DOA, DOL WI/VSU Cons.	8/86
11.	Station staff development training	DOA, DOL, WI	8/9/86
12.	Development plans for 7 stations	DOA, DOL, WI	9/86
13.	Training programs	DOA, DOL, WI, GTZ	86-90
14.	Staff training plan	DOA/VSU/WI, GTZ	6/86
15.	Development of a comprehensive history of Agricultural Research in Nepal	7 special Writing Teams of Div. & Comm. Programs, WI (VSU) Consultant	7/8/86
16.	Annual Report of Agricultural Research for 1984-85	Each Commodity Program, Division, Station and Farm/ WI (VSU) Consultant	7-8/86
17.	Development of Extension Literature	NARSC/WI (VSU) Consultant	8/9/86

Action/Activities	Responsible Agencies	Target Date
18. Workshop proceedings published		
Winter	DOA, WI	3/86
Summer	DOA, WI	10/86
19. Nepal Agriculture Association Grant	AID/DOA/WI	3/86
20. Personnel, financial study team report recommendation	DOA, DOL, WI	5/86
21. Briefing personnel on budget preparation	NARSC, WI Res. Mgt. Cons. Financial Mgt. Cons.	11/86
22. Adjustments made in accounting procedures	DOA, DOL, WI	12/86
23. Adjustments made in personnel policy	DOA, DOL, D.Adm.Mgt.	12/86
24. Information system designed, publication policies established	DOA/VSU/WI	3/87
25. NARSC Bulletins published	DOA/WI	1988 onwards

* The process of research identification was already under way for NFY 1986/87. The NFY 1987/88 is the first opportunity for activities to fit the HMG budget development process.

F. Activities at the National Agricultural Research and Service Center during February and March.

The Chief, NARSC had the staff assembling budget information on the various activities of the department. Each Station, Farm, Division and Commodity Program was provided copies of the two proformae (Tables 3 and 4). Information was slow to come in and the last two weeks of March were spent in concentrated activity to complete the information needed to be submitted to the Ministry.

The research plans submitted had been reviewed by division panels and were to be submitted to interdisciplinary technical committees before forwarding on to the Ministry for further action.

The working group on grain legumes had a meeting on 16 February and this consultant participated in part of this meeting. The farming systems working group was to have met in March but the meeting never materialized.

During the process of the accumulation of budget information several other forms were developed, some in consultation with the Research Management Specialist. These are presented in Tables 5 to 13.

Table 3 - Forms used for submitting budgets to NARSC FY 1986-87.

Estimated Budget Proposal

Fiscal Year.....

Agency:

A. Operational Costs

(Budget.item # 12,.2 in labor, 7.5, 7.3.2 should be considered)

A 1. For Research

Area of Research	Total number of experiments	Total cost (Rs.)
Divisions		
Agronomy		
Viriety		
Ag. Botany		
Seed Technology		
Engineering and Water Management		
Entomology		
Pl. Pathology		
Soil Science		
Vegetables		
Commodities		
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.....		
G. Total		

A, 2, For Production

Crops	Targeted Area(ha.)	Targeted Production (m. ton)	Costs (Rs.)
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G. Total

A. 3. For Training and Services

Description	Cost (Rs.)
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- 1.
- 2.
- 3.
- 4.
- 5.

G. Total

B. Establishment and Maintenance Costs

B. 1. Recurring

Budget Item #	Description	Estimated Amount (Rs.)
1,2	Salary	
3	Travelling Allowances	
4,7.1,7.2,7.3.1,7.4	Service Cost	
5	Rent	
6	Repair and Maintenance	
8,9	Incidental Expenses	
G. Total		

B. 2 Non-recurring

Budget Item #	Description	Estimated Amount (Rs.)
10.	Equipments, Furnitures, etc.	
11.	Land or House Purchase	
12.	Construction (Exclude labor cost).	

G. Total

Total Estimated Budget

A. Operational Cost	Rs.
B. Establishment & Maintenance Cost	Rs.
Total:	Rs.

Comments (if any):

Table 4 - Summary of Project Proposals for F.Y. 20--/20--

Proposing Agency:

Project Title	Main Objectives	Experimental Sites	Estimated Cost			Comments
			Per Set	Total Sets	Total Cost	

Table 5 - Agriculture Research Summary - 2043/44 (1986/87)

Division: Crops	Number of Research Types																
	Total	Varietal Development	AG. Botany/Pl. - Breeding	Agronomy	Soils & Fertilizers	Water Management	AG. Engineering	Host Plant - Resistance	Entomology	Pathology	Seed Technology	Inter ministry	Inter agency	Socioeconomics	Farming Systems	Unclassified	Comments
Programs (Commodity or Discipline Specific, please specify)																	

Commodity Research Area

1. Rice
2. Maize
3. Wheat
4. Hill crops
5. Oilseeds
6. Grainlegumes
7. Sugarcane
8. Tobacco
9. Cotton
10. Jute
11. Other Cash Crops
12. Potato
13. Vegetables
14. Citrus
15. Citrus
16. Farming Systems
17. Socio-Economics

Disciplinary Research Areas

18. Agronomy
19. Soil Science
20. Pathology
21. Entomology etc.

Table 6 - Summary of Research Proposals for the Fiscal Year, 20_____

For:

Code	Experiment/ Trial/ Project Title	Main Objectives	Proposed By	Proposed Experiment	Supporting Agency	Period of
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Table 8 - Agency wise Distribution of Crop Research Projects (F.Y. 2043/044)

Agency	Number of Projects / trials / experiments										Total
	Agron.	Ag. Eng.	Ento.	Plant Breed- ing	Patho.	Seed Tech.	Socio- econo mics	Soil Sci.	Farmi ng Sy- stems	Out reach	

Table 9 - List of Approved Experiments

Location:

Fiscal Year:

Sl. No.	Experiment/ Trial	Proposed by (agency)	Proposed Experimental Sites	Comments
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NARSC Target and Budget Relationships for Research
Production and Other Programs:

Table 10a - Research

Agency:

Area of Research (Agronomy Pl. Path. Taxonomy. etc)	Number of Experiments		
	041/42	042/43	043/44
		(on going)	(proposed)

Table 10b - Production

Crop	Area (ha.)			Production (m.t.)		
	041/42	042/43	043/44	041/42	042/43	043/44
		(on going)	(proposed)		(on going)	(proposed)

Table 10c - Training Services

Sl.No.	Description	Targetted / Achieved Number		
		041/42	042/43	043/44
			(on going)	(proposed)

Table 10d - Outreach & Other activities

Sl. No.	Description	Targetted / Achieved Number		
		041/42	042/43	043/44
			(On going)	(Proposed)

Table 11 - Weightage Given to Various Activities

Activity	% Weightage Given		
	041/42	042/43 (On going)	043/44 (Proposed)
Research	90		
Production	5		
Training, Services	5		
Outreach	X		
Others	X		
Total	100	100	100

Table 12 Priority Given to Various Research Activities

Sl.No.	Area (Research Agronomy, Virology,)	% of total proposed in priority		
		041/42	042/43 (On going)	043/44 (Proposed)

Table 13 - Accomplishment of Proposals

Sl.No.	Area of Research (Agronomy, Virology, ch)	% of total proposals executed and results obtained.		
		041/42	042/43 (On going)	043/44 (Proposed)

Additional Comments (if any)