

**Report of the Center-Commissioned  
External Review (CCER)**

of the

**International Service for National  
Agricultural Research  
(ISNAR) Division**

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### Acronyms and Abbreviations

AICDD.....	African Institute for Community Driven Development
APAARI.....	Asia-Pasific Association of Agricultural Research Institutions
ASARECA.....	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASTI.....	Agricultural Science Policy and Technology Indicator Initiative
AU.....	African Union
AVU.....	African Virtual University
BASICS II.....	Basic Support for Institutionalizing Child Survival
CAADP.....	Comprehensive Africa Agricultural Development Programme
CAPRI.....	Collective Action and Property Rights
CCER.....	Center Commissioned External Review
COFUPRO.....	Coordinadora Nacional de Fundaciones Produce
COMESA.....	Common Market for Eastern and Southern Africa
CORAF/WECARD...	West and Central African Council for Agricultural Research and Development
EDRI.....	Ethiopian Development Research Institute
EIRAD.....	European Initiative for Agricultural Research for Development
Embrapa.....	Brazilian Agricultural Research Corporation
EPMR.....	External Program and Management Review
ESSP.....	Ethiopian Strategy Support Program
FARA.....	Forum for Agricultural Research in Africa

GFAR.....	Global Forum for Agricultural Research
GO-FAU.....	The Global Open Food and Agriculture University
GRP.....	Global Research Program
IAASTD.....	International Assessment of Agricultural Science and Technology for Development
IAC.....	InterAcademy Council
IFAD.....	International Fund for Agricultural Development
IIAM.....	Instituto Investigaç�o Agraria de Mozambique
IICA.....	Inter-American Institute for Cooperation on Agriculture
ILRI.....	International Livestock Research Institute
IPG.....	International Public Good
IRS.....	Internationally Recruited Staff
IRT.....	ISNAR Restructuring Team
L&CS.....	Learning and Capacity Strengthening
NARCC.....	National Agricultural Research Coordinating Council
NARI.....	National Agricultural Research Institution
NARO.....	National Agricultural Research Organization
NARS.....	National Agricultural Research Systems
NEPAD.....	New Partnership for Africa’s Development
PAC.....	Program Advisory Committee
PPP.....	Public private partnership
RENEWAL.....	Regional Network on AIDS, Livelihoods, and Food Security
RUFORUM.....	Regional Universities Forum for Capacity Building in Agriculture
SADC/FANR.....	West and Central African Council for Agricultural Research and Development
SMIP.....	Strengthening management for impact of agricultural projects in Eastern and Southern Africa
SRO.....	Sub-Regional Organization
S&T.....	Science & Technology
WDR.....	World Development Report

## Executive Summary and Recommendations

- (i) **Background.** Following CGIAR’s decisions at its Annual General Meeting in October 2003 to merge ISNAR with IFPRI and to relocate operations from The Hague to Addis Ababa, the new ISNAR, as a Division of IFPRI, came into being on April 1, 2004. A Program Advisory Committee (PAC) was established to provide guidance on the ISNAR research and program development. To manage the integration of ISNAR within IFPRI, a Special Advisor to the Director General of IFPRI was recruited on a four month consultancy from April, 2004. The complex process of the merger, involving many players – the CGIAR, the Science Council, the Board of IFPRI and ISNAR, the Senior Management of the two institutions, relocation of ISNAR to a new site, and hosting of ISNAR to ILRI was handled efficiently within a short period of 6 months.  
This review was carried out in July – September 2007 upon the recommendation of the External Program and Management Review of IFPRI.
- (ii) **Program Development.** Six months after the establishment of the ISNAR Division its Research and Capacity Strengthening Strategy came out in October 2005. The strategy was informed by the PAC and consultations with a wide range of stakeholders. The ISNAR Division undertook extensive needs assessment surveys to determine the priorities of users of its products and services. It aligned its programs with the CGIAR priorities. On the basis of this strategy, research, capacity strengthening and outreach projects were identified. Conscious efforts were made to address concerns and accommodate recommendations of previous reviews of ISNAR.
- (iii) **ISNAR Division’s strategy** to achieve the above objectives involves pursuing four programs, called subthemes in the ISNAR division terminology:

### **Subtheme 10.2 “Agricultural Science and Technology Policy”**

This subtheme addresses the overall level of investments for agricultural research, subsector priorities and allocations, and addresses issues in the political and socio-economic environments that inhibit or enhance the performance of agricultural science and technology. It also identifies policy options and recommends policies that can foster improved efficiency and effectiveness.

### **Subtheme 13.1 “Institutional Change in Agricultural Innovation Systems”**

The goal of this subtheme is to increase knowledge and help better understand how innovation processes function and how, through (agricultural) research, innovation processes can be made more dynamic, effective, innovative and pro-poor oriented. It focuses on analyzing the structure and organizations of innovation systems, the agents involved, interactions, partnerships and networks, rules and behavior/incentive systems and impact of innovation on poverty reduction.

### **Subtheme 15.1 “Organization and Management of Agricultural Research”**

The subtheme aims at developing and testing innovative approaches and methods for prioritizing the research agenda within organizations engaged in agricultural research; for sorting out the division of labor within food and agricultural research organizations; and for diversifying and pooling resources for shared goals and objectives. In its methods it employs action research engaging key stakeholders, such as researchers, extension agents, practitioners and farmers’ representatives.

### **Subtheme 15.2 “Learning and Capacity Strengthening (L&CS)”**

In its overall goal of alleviating poverty through capacity strengthening in agricultural research and policy in developing countries the subtheme pursues the strategic objectives of

- creating synergies within ISNAR;
- creating synergies with IFPRI divisions;
- developing alliances with other CGIAR Centers, international institutions and universities in developed and developing countries.

Its key activities focus on both, institutional and human capacity strengthening through

- research on the “why” and “how” of capacity strengthening;
- collaborative programs and university partnerships (workshops, learning modules and materials, E-learning courses) and
- communicating and disseminating the research results of the ISNAR Division, other IFPRI divisions and CGIAR Centers. The activities also include the Global Open Food and Agriculture University (GO-FAU).

- (iv) **ISNAR Division’s strategy and concept** are still under development. ISNAR Division has made substantial progress in the last 6 months in clarifying priorities and translating them into strategy, presenting more clearly and convincingly its concept and linking more consistently individual programs and activities to subthemes and strategy. Also, their contributions to ISNAR’s mandate and the creation of IPGs are more clearly elucidated.

Of the four subthemes flagship activities and key achievements are highlighted here:

- Subtheme 10.2 “Agricultural Science and Technology Policy”  
Without doubt the Agricultural Science Policy and Technology Indicator Initiative (ASTI) is the flagship activity under this subtheme. ASTI is comprised of a network of national, regional and international agricultural R&D agencies in an effort to compile, process, and make available internationally comparable data on institutional developments and investments in public and private agricultural R&D worldwide. ASTI inputs have provided research managers and policymakers with vital information about agricultural R&D expenditure levels and trends, thus providing them with the necessary evidence to advocate an increased funding. ASTI research has also contributed to the wider, global discourse on agricultural R&D among key stakeholders both within and outside the CGIAR. Clearly, the ASTI work is well established. Its value and importance is highly recognized by IFPRI insiders, but apparently not yet sufficiently by outsiders, and donors, as evidenced by a decline in funding. To maintain its database and ensure the continuity, *the Review Team recommends, that ASTI be allocated the necessary long-term financing. Also, a wider use of ASTI data in research and policy advice is recommended to underline the priority of these activities and to convince donors of its importance.*

Credible research work has been undertaken in the other programs under subtheme 10.2, i.e. Comparative S&T Policy Systems, Science Policy and Practice, and Pro-poor Science and Technology Processes. However, the capacity building components of the programs need to be spelt out more explicitly. *The Review Team recommends that the capacity building components for these and future projects in the form of outputs, outcomes, and impacts be clearly identified and be subjected to rigorous monitoring and evaluation.*

– Subtheme 13.1 “Institutional Change in Agricultural Innovation Systems”

The flagship activities of this subtheme are the work on public-private partnerships (PPP) in the CGIAR. The purpose of this project is to examine the role of PPPs in international agricultural research and to provide policymakers, research managers, and business decision makers with an understanding of how PPPs evolve, operate, and contribute to enhancing food security and poverty alleviation in developing countries. In total eight activities are listed to have been or as being carried out during 2005 to mid 2007 under this subtheme. While the PPP work was based on long term research projects and is well rooted in research, some of the other activities were of a duration of 2 to 6 months only. These short running projects emphasize more a capacity strengthening service, where their contribution has been significant and where the lessons learned from capacity strengthening could also be applicable to similar institutional setups. *The Review Team recommends a continued emphasis on research in these activities.*

Subtheme 15.1 “Organization and Management of Agricultural Research”

The O&M program directly contributes to the CGIAR’s System Priority 5 in enhancing the structure, conduct, and performance of knowledge-intensive institutions, emphasizing public and private research agencies and their inter-relationships. In this way it promotes the role of rural organizations, institutions, and partnerships in maximizing impact from agricultural research. The work under this subtheme is carried out in three projects as

- Strengthening management for impact of agricultural projects in Eastern and Southern Africa (SMIP)
- Strengthening organization and management of agricultural research in Mozambique
- Strengthening organization and management of agricultural research in Sierra Leone

The entirety of activities under this subtheme is on capacity strengthening. This is achieved through the action-research process, and through seminars and workshops in which ISNAR researchers run or participate in. It is advisable to accompany the service activities with proper data recording and information monitoring which at a later stage can serve as the base material for research that creates the knowledge applicable to and by other countries and institutions. The work of this subtheme has led to more service output and less to peer-reviewed publications. *The Review Team recommends a shift in the balance between service and research towards giving higher emphasis to research.*

Subtheme 15.2 “Learning and Capacity Strengthening (L&CS)”

In the merger process IFPRI consolidated its capacity-strengthening program under the ISNAR Division, as the Learning and Capacity Strengthening (L&CS) program. The L&CS activities are well focused on strengthening national agricultural research systems (NARS) and the capacity of researchers, policymakers, trainers, practitioners, extension workers, and community leaders. The major strategic areas of the L&CS program include

- providing institutional integration of capacity strengthening activities across IFPRI’s divisions, themes, projects, and activities;
- providing capacity strengthening to developing-country NARSs as part of the ISNAR Division’s programs; and
- contributing to linkages with other CGIAR Centers and CGIAR-wide capacity strengthening activities for NARSs.

The performance of this program and research output has been outstanding. The senior researcher who transferred in 2005 from IFPRI's Communication Division into the ISNAR Division has been central in establishing and fostering IFPRI's research culture in ISNAR.

In several ways, the outstanding performance of the L&CS program provides lessons of a generic nature to be considered in research merger processes as summarized below.

- (v) **Priority Setting, Planning and Criteria.** The ISNAR Division has devoted a substantial amount of time and resources to defining priorities and setting up the plan for the new ISNAR Division (essentially done in 2005) and translating these into programs (done in 2006). For that purpose IFPRI staff from headquarters was sent to assist in the exercise. A fairly large undertaking was devoted to a "needs assessment" survey involving particularly the user side of ISNAR's work. The results were then pulled together into "The ISNAR Division Research and Capacity Strengthening", also called ISNAR's Medium Term Strategy (October 2005). As part of its strategic planning, the ISNAR Division took into account IFPRI's Medium Term Strategy, the priorities set forth by the IRT (2003) and the CGIAR Science Council priorities (CGIAR 2005). It conducted an internal analysis of its comparative advantage, opportunities and challenges. A particular focus was placed on key stakeholder and end user priorities.

Thus, the process of developing the ISNAR Division's medium-term strategy, defining its concept and formulating its priorities has been in the Review Team's view transparent and systematic. However, translating the concept and priorities into a work program with individual projects and activities has not been pursued in all cases with the same consistency and rigor. *The Review Team recommends that in selecting projects and activities their integration into ISNAR Division's strategy and concept be given priority.* It should also be noted that funding during 2005 and 2006 declined, putting increasing pressure on staff to pursue projects even if they were not in line with subtheme priorities. The concerns relate particularly to developments in 2006. With a new Division leadership providing convincing guidance and with young, high quality and dynamic staff on board, although few in number, the prospects for the future look good. *Nevertheless, the Review Team sees a high priority in recruiting additional high caliber senior researchers. The Review Team understands that a senior researcher position is being advertised in August 2007. Further efforts are needed to build up ISNAR research staff to attain the critical mass needed.*

- (vi) **In assessing ISNAR Division's work** it has to be seen that output suffered under a relatively weak leadership during the first 2½ years and the departure of 4 Senior Research Fellows. As a result of these changes the work of ISNAR has been carried out by one Senior Research Fellow, four young Research Fellows and the Head of ASTI. They are to be commended for their excellent work, particularly considering the enormous pressure on them for fund raising, in which younger staff are still less experienced. Still, there is room for ISNAR Division's research work to be made better known to the outside world; particularly donors find the ISNAR Division hardly visible on their screen.

The perception on the user side is different. ISNAR Division's outputs, particularly its L&CS program and the service components of the other subthemes are much appreciated, particularly in anglophone Sub-Saharan African countries, but less so in francophone Africa. *The Team recommends to review the regional balance in SSA and consider a shift in ISNAR Division's regional orientation towards greater emphasis on francophone Africa.*

- (vii) **Capacity Strengthening.** ISNAR Division has recorded some successes in its capacity strengthening efforts among its users, especially in Sub-Saharan Africa. Its services and some of its research products are greatly appreciated by its clients and will be in increasing demand especially by CAADP. Its capacity strengthening activities under the L&CS program are



innovative and some of them, especially the GO-FAU program, hold great potential as a tool for capacity strengthening of universities. ISNAR has also made some progress, although modest, in up-scaling its activities from service provision to research.

There are four challenges which ISNAR will need to address. The first challenge is for the Division to shift its focus from service provision to research. As an initial step, ISNAR researchers have adopted a tool of action research as an interactive mechanism for problem solving. The effectiveness of this tool will need to be reviewed. The second challenge, also related to the first, is the need to shift focus from the national level interventions to SRO's and regional organizations. Success so far has been limited. The third challenge is in connection with internal mechanisms and processes inside ISNAR programs for identifying capacity strengthening components and their monitoring. The Concept Note Format which guides research design for ISNAR programs is silent on capacity strengthening as a principal objective of ISNAR. The final challenge is on the need to inculcate capacity strengthening culture within the rest of IFPRI. A Task Force established by the Director General is addressing this challenge. Its findings are expected by mid-next year. *The Review Team recommends that ISNAR continues with its efforts to shift focus from services to research. It further recommends that the IFPRI Task Force on capacity strengthening comes forward with incentive systems which will encourage researchers, both in ISNAR and the rest of IFPRI, to undertake capacity strengthening research and outreach.*

- (viii) **The integration of the ISNAR Division into IFPRI** and the linkages with other divisions is proceeding well. With the ISNAR merger two previously joint IFPRI-ISNAR programs (Biosafety and RENEWAL (on HIV/AIDS)) were transferred from ISNAR to IFPRI divisions. In a reverse move two major former IFPRI activities were transferred to the new ISNAR Division (IFPRI's Agricultural Science Policy work and the L&CS). These cross-transfers were essential steps in increasing the efficient use of resources (avoiding duplication), in transferring IFPRI's research "culture" into ISNAR Division's work, and in enabling IFPRI divisions to make use of ISNAR's connections with NARS, its competences in training and module preparation and in bringing into IFPRI new methods in analyzing complex innovation systems. ISNAR-IFPRI interdivisional interactions have greatly improved and, as of July 2007, more than 20 projects are listed as involving both the ISNAR and other IFPRI divisions.

A particularly close cooperation is developing in IFPRI's Africa program. The Africa Coordinator is to bring together IFPRI's entire expertise on Africa and make it available in a coherent and systematic way to the NEPAD policy decision process in Africa. ISNAR Division with its extensive Africa experience and its networks in Africa plays an essential role in IFPRI's Africa Strategy Program.

While interdivisional cooperation with the ISNAR Division is good and on its way of intensifying, ISNAR staff in Addis still see a challenge in overcoming a distinctly felt "we-they" attitude. *The Review Team recommends that IFPRI management consider the possibility of seconding more of its senior researchers to the ISNAR Division.*

- (ix) The ISNAR Division maintains a **large external network of collaborating institutions, researchers and users** of ISNAR products. They number approximately 65 in addition to many institutions and individuals using ISNAR products. The assessment of a sample of collaborators and users of ISNAR Division products was largely (about 90%) positive, emphasizing the enormous needs of particularly African institutions for ISNAR Division's work, pointing out the high relevance of its mandate and greatly appreciating the guidance, help and training they received. They also underlined that with the NEPAD process gaining momentum in implementation the need for ISNAR Division's work is rising. However, this assessment, while widely shared in anglophone Sub-Saharan Africa, is more reserved in francophone Sub-Saharan African countries as mentioned above.

- (x) **ISNAR Division's accounting and finance** is controlled by IFPRI's Finance and Administration Division. Local recruitment and procurement and their accounting are undertaken by ILRI on behalf of ISNAR. The Division's accounts are subjected to regular internal audit by IFPRI head office, and annual external audits by reputable international audit firms.
- (xi) The **Division** has been reliant on unrestricted **funding** over the last few years. Unrestricted funding has been declining: \$3.445m in 2004, \$3.817m in 2005, \$2.993m in 2006 and an estimated \$2.143m in 2007. Restricted funding has been low at about 30% of the budget. *The Review Team recommends increased efforts by the Division on fund raising.* The ISNAR merger combined a programmatic and organizational restructuring with a change in location at the same time. An organizational change of this magnitude requires time and endurance. The departure of senior research staff and the Division Director midstream made the process even more time consuming and difficult. *The Review Team recommends maintenance of unrestricted funding by the donors over the next 2 to 3 years at approximately the level of 2006.*
- (xii) **Name of ISNAR.** There have been suggestions to adapt the name of the ISNAR Division to better convey its program and research activities, in line with the names of the other IFPRI divisions. Also, the name seems to be at odds with a move upwards on the service – research continuum, as recommended by the Review Team. On the other hand, some donors maintain a separate budget line for ISNAR and a change of name may have adverse budgetary consequences. The Review Team was not in a position to pursue the issue in detail. Also, it is not a matter that needs to be addressed urgently. *The Review Team recommends that IFPRI consider getting professional advice on brand naming the ISNAR Division.*
- (xiii) **GO-FAU** is a CGIAR-wide initiative whose objective is to support and facilitate university teaching in agriculture and related disciplines through both distance learning and traditional methods. It plans to provide training and course modules to about 10 African and 10 Asian universities who will take the lead in selecting and designing courses, supporting students, providing accreditation, and awarding degrees.  
 In response to a concern expressed by IFPRI's Fourth EPMR whether IFPRI had a comparative advantage in managing GO-FAU, the ISNAR Team Leader for GO-FAU has taken several measures to address these concerns. The program is now seen as system-wide in which all CG Centers are encouraged, alongside IFPRI, to participate by way of providing teaching materials, instruction modules, and teachers.  
 The panel believes that the initial concern of EPMR concerning the comparative advantage of ISNAR/IFPRI vis-à-vis other centers in running the program has been addressed by redefinition of the role of ISNAR as one of coordinator and manager of a developing country universities driven teaching program. GO-FAU is a program with great potential, but also major challenges. Distance learning is a complex process, and is still in its infancy particularly in Africa. The financial sustainability of the program, both within the universities, and the GO-FAU secretariat needs to be assured and demand for the Program and its content assessed. *The Review Team notes the great potential and complexity of the program, and also notes that the International Program Advisory Committee (PAC) of GO-FAU handles the monitoring and review of the activity.*
- (xiv) The outstanding performance of ISNAR Division's L&CS program provides **lessons of a generic nature** that might be of relevance in future research merger processes. These include: (i) transfer of recognized senior staff from the mother to the merged institution helps to establish the mother institution's research culture; it also fosters the merged institution's self-confidence and reputation within the mother institution; (ii) to overcome the „we“ - „they“

attitude and vocabulary requires continuous attention by management and senior staff on both sides of the merger; (iii) the proper staffing with senior researchers is important to avoid undue pressure on young researchers (post-docs) to mobilize funding – a function in which they are not yet experienced.

# 1. Introduction

## 1.1 History and Conduct of the IFPRI-ISNAR Merger

### *History*

The Fourth External Program and Management Review (EPMR) of July 2002 concluded that ISNAR could not continue to exist as a free standing center of CGIAR. It outlined three possible scenarios of ISNAR's future. Arising from its recommendation, the CGIAR appointed an ISNAR Restructuring Team (IRT) to formulate a plan for the restructuring of the center. The team submitted its report to CGIAR April on 30<sup>th</sup>, 2003.

In October 2003 the Annual General Meeting of the CGIAR, on the basis of IRT's recommendations, resolved that ISNAR be merged with IFPRI, and that the operations of the former be relocated from The Hague to Addis Ababa. In line with that decision, the ISNAR Board of Trustees adopted a resolution to dissolve itself and ISNAR. ISNAR ceased to exist on March 31<sup>st</sup>, 2004.

To oversee the merger, an ISNAR/IFPRI transition team including the Board Chairs of the two centers, the two Director Generals, one senior research manager from each center, and the Directors of Finance and Administration of the two centers was established. The transition process was deemed as satisfactory (Minutes of ISNAR Transition meeting, March 19, 2004) and the team was wound up in March 2004, and with it the old ISNAR.

The new ISNAR, as a Division of IFPRI, came into being on April 1, 2004. A Program Advisory Committee (PAC) made up of international experts in agriculture, including some IFPRI Board members was established. The PAC provided programmatic guidance to ISNAR's research, and reported to the Board. The relocation of ISNAR from The Hague to Addis Ababa, the signing of a memorandum of understanding between IFPRI and ISNAR's host center ILRI in Addis Ababa, and the legal requirements for ISNAR's closure were finalized. On staffing, two former Internationally Recruited Staff opted for separation, and seven were invited to apply for positions in the new ISNAR of whom six were unsuccessful. The services of the locally recruited staff were terminated and terminal benefits were awarded in line with the provisions of their contracts. To manage the integration of ISNAR within IFPRI, a Special Advisor to the Director General of IFPRI was recruited on a four month consultancy from April, 2004. The complex process of the merger, involving many players – the CGIAR, the Science Council, the Board of IFPRI and ISNAR, the Senior Management of the two institutions, relocation of ISNAR to a new site, and hosting of ISNAR to ILRI was handled efficiently within a short period of 6 months.

### *The Merger Process*

The ISNAR reviews and CGIAR decision leading to the merger of ISNAR with IFPRI posed many questions of strategic, tactical and operational nature on the status of the center. Among these were the trade-offs between service provision and research, the relevance of ISNAR's research to International Public Goods, the definition of ISNAR's niche and its comparative and competitive advantage within the system, and the impacts of ISNAR's research and service on capacity strengthening. While our terms of reference are forward looking, it will be instructive to review briefly how these concerns were addressed in the strategies and work plans of the new ISNAR.

Upon establishment of the new ISNAR, the Division's management and staff held a brainstorming session to formulate its future strategy and work programs. The issues covered were wide ranging. Although the outcome of the session was not available in detail to the reviewers, they are summarized in the Inception Report for the ISNAR Program of June 1, 2004 (Inception Report for the ISNAR Program, June 1, 2004). The report reaffirmed ISNAR's shift from primary focus on NARS to a broader focus on agricultural innovation systems, a shift from service to research in the service – research continuum, and a shift of focus from NARS to Sub-Regional Organizations (SROs) and Regional Organizations. It also provided a rationale for ISNAR's research in country, region, and institutions-bound activities vis-à-vis IPGs. While geographic or institution-bound research may not generate strong IPGs, they generate information and capacities for effective utilization of IPGs generated by other CGIAR Centers.

The report identified the Program areas of ISNAR as:

- Agricultural science policy research
- Institutional change in agricultural innovation systems for enhancing the impact of agricultural research
- Organization and management for strengthening of agricultural research institutions to improve performance of agricultural research

Additional to the three Programs, learning and capacity strengthening was transferred from IFPRI's Communications Division to ISNAR. Other rearrangements included placement of the ASTI project, previously jointly managed by IFPRI and ISNAR, in ISNAR, and placement of the Program on Biosafety systems, and the RENEWAL project from the old ISNAR to EPT and FCN Divisions. The most intensive collaboration, in terms of the number of researchers involved, is between ISNAR and DSG and FCN Divisions, and the least intensive is between ISNAR and MTID. The ISNAR research programs were aligned with those of IFPRI in line with the latter's classification of themes and subthemes, and the vision and the mission of the two were merged. Altogether, the former ISNAR brought on board 7 projects to the new ISNAR; of these, two were transferred to other IFPRI divisions, five remained in the new ISNAR Division and two programs moved from IFPRI to the new ISNAR Division. Three of the projects have since been closed and four are ongoing (Annex 8).

### *ISNAR's Niche*

The necessity for ISNAR to define its niche within the CG system and the broader agricultural research and development arena has been a recurrent theme since the 1997 EPMR. It featured prominently in the deliberations of the first and second PAC meetings. In its Strategy Report ISNAR management has defined the Division's strategic orientation within the framework of the agricultural commodity chain. It will focus on institutional and organizational innovations along the food chain, and bring synergy with other work in IFPRI.

While this approach provides useful orientation to the Division's work, it does not define the niche. ISNAR is a small organization with a total budget of about US\$ 4 million in 2006, and an Internationally Recruited Staff compliment of 9 in early 2007. The budget is proposed to increase to US\$ 4.2 million in 2009. This places the Division under the classification of "Small ISNAR" as defined in the ISNAR Restructuring Team. Sharper focus is required to align the Division's research and capacity strengthening initiatives to the available and prospective resources. The Division's comparative advantage is on production – related activities. Other divisions of IFPRI have comparative advantage on governance, policy, markets, and consumption end of the chain.

## 1.2 Purpose of CCER

The new ISNAR Division began operations on April 1, 2004. It “focuses on improving agricultural innovation systems and strengthening capacity in national agricultural research and knowledge systems. IFPRI assumed responsibility for this program based on the work of the former International Service for National Agricultural Research (ISNAR). Key elements of this program now reside in the ISNAR Division, based in Addis Ababa. The ISNAR Division continues the efforts of its predecessor, responding to the needs and demands of stakeholders, partners and collaborators throughout the developing world. In doing so, the division embraces a broad perspective on agricultural research and innovation systems by emphasizing the roles of and relationships among diverse actors engaged in generating and using new knowledge. With this broad understanding, the Division seeks to foster policy, institutional, and organizational change in order to enhance the impact of innovations on food security, poverty reduction, economic growth, and sustainable development. The division maintains a global focus in line with IFPRI’s mission to end hunger and malnutrition, and places particular emphasis on Sub-Saharan Africa, where the needs for innovation is most acute” (CCER Terms of Reference, Annex 1).

The External Program and Management Review of IFPRI, at the CGIAR Annual General Meeting (AGM), December 2005, recommended that a Center Commissioned External Review (CCER) of the ISNAR Division should be done within two years to review its strategy and progress in implementing it. The CCER TOR’s state as follow:

<b>Objectives and Scope</b>
<p>The Panel will review ISNAR’s research and capacity strengthening activities to:</p> <ol style="list-style-type: none"><li>Assess the relevance and quality of the activities and the supporting evidence for that assessment;</li><li>Evaluate the planning and priority-setting processes of the programs;</li><li>Assess whether the activities in the programs were shaped and guided by clear objectives;</li><li>Assess whether the rationale and lines of logic for arriving at the research agenda are transparent, systematic and rigorous;</li><li>Assess the transparency of the criteria used for making strategic choices and identifying best bet opportunities and their consistency with those employed by the CGIAR in developing its own priorities and strategies; i.e. the contribution to CGIAR goals, the production of international public goods, probabilities of success and cost effectiveness, and alternative sources of supply and comparative advantages;</li><li>Assess the outcomes and impacts, cost effectiveness and relevance to IFPRI goals;</li><li>Assess the nature and effectiveness of the Division’s partnerships through review of joint products and</li><li>submit recommendations for more efficient and effective ways, in line with assessments of a) to g) above [added subsequently to the TORs by PAC].</li></ol>
<b>Management of the ISNAR Division</b>
<p>The Panel will assess the management of the division. This will include reviewing the quality of the inputs including staff and infrastructures, processes that were put in place to assure quality, as well as the location of the program in Addis Ababa with components in other locations.</p>

With these objectives in mind the purpose of the CCER is to evaluate the process of ISNAR's merger into IFPRI, the new Division's adjustment to IFPRI's environment, its performance since the merger and its present position to address its mandate in the future. While the review assesses past development, the focus is strategic and forward looking (as reconfirmed by the PAC during the review). The historical perspective together with today's assessment of future needs of ISNAR Division's research and services and the prospects for mobilizing adequate funding is laying the basis for the future oriented assessment of the CCER. The final question to be addressed is, whether ISNAR should continue to exist. If the answer is yes, the review is to give recommendations that will make ISNAR's activities more effective in the future.

The experiences made and lessons learned from the ISNAR integration process could also provide valuable input into CG's and donors' thinking about possible future mergers of CG Centers or the formation of clusters among them.

### **1.3 Conduct of Review**

Originally the CCER was planned to be conducted between December 1, 2006 and June 30, 2007. With the ISNAR Division Director resigning his position at the end of December 2006 it was decided to postpone the review to start in July 2007. The Review Team visited IFPRI's headquarters in Washington D.C. from July 8 – 12, 2007 (for itinerary see Annex 2). The Team received briefings from the Director General and the Senior Management Team (SMT), project leaders (including Finance and Administration), the Africa Coordinator and from individual program and administrative staff. These briefings served as a basis for the Team to gain an understanding of IFPRI's and ISNAR Division's goals, priorities and strategies as well as to gauge IFPRI's inter-IFPRI divisional linkages and cooperation, with particular emphasis on IFPRI-ISNAR division relationships during the review period. In addition it gave the Team a sense of IFPRI's own views on the future challenges and how it proposes to address these with the ISNAR Division integration. The Team had a telephone conference discussion with the ISNAR Program Advisory Committee (PAC) and received valuable advice on PAC's main interests and specific questions to be addressed by the review. The purpose of the Washington visit was for the Team to identify IFPRI-ISNAR program and management issues that require further examination, reach tentative conclusions, and plan a strategy for completing the Review.

The Team visited the Addis Ababa IFPRI-ISNAR office from July 22-28, 2007 and had discussions with the ISNAR Division Director, the head of Finance and Administration, senior and junior staff of the ISNAR Division and MTID (located in IFPRI's Addis Office) and support staff. It also met with the Director of Partnerships and Communication and the Information Center of the host institution ILRI, the Director of Rural Economy and Agriculture Commission of the African Union, the Ethiopian State Minister for Agriculture and Rural Development, the collaborators of Harayama University (Ethiopia), and collaborators of the Ethiopian Institute for Agricultural Research. The Team also interviewed or contacted via Email a number of ISNAR cooperators, such as the Agricultural Research Institute of Mozambique (Director General); the National Agricultural Research Coordinating Council, Sierra Leone; the Dean of the Faculty of Agriculture, Makerere University; the Asia Pacific Association of Agricultural Research Institutions and Executive Secretary of the CGIAR Program for Central Asia and the Caucasus; Fundacion PROVIA in Bolivia; CORAF, ASARECA and FARA.

The Team's draft report was shared with the DG of IFPRI and relevant senior staff for factual correction. On September 27, 2007 the final report was sent to IFPRI.

## **1.4 Structure of the Report**

The next chapter 2 reviews the ISNAR Division's objectives, strategy and concept. Chapter 3 assesses ISNAR's activities and achievements by subtheme, both in the area of research and learning and capacity strengthening. Chapter 4 evaluates the Division Management and integration in IFPRI. The views and perspectives of selected donors, users as well as of selected other CG Centers are reviewed in chapter 5. Chapter 6 presents the conclusions.

## **2. ISNAR's Mandate and Objectives, Strategy and Concept**

ISNAR was founded to achieve the twin objectives of increasing the levels of investment in agricultural research in developing countries and raising the investments' effectiveness and efficiency by helping to strengthen national agricultural research systems (NARS). ISNAR has broadened the focus from NARS to a wider innovation systems framework recognizing the linkages between research, extension, education organizations and private sector stakeholders including farmers and their knowledge. In the restructuring process it was also asked to build up close links with advanced research organizations in developing and developed countries. Furthermore, the restructuring team strongly recommended that ISNAR have identifiable links to poverty alleviation which was to become ISNAR's main thrust in designing its strategy.

A rationale for ISNAR Division as part of the CGIAR system is to contribute through its work to the production of international public goods (IPG) and thereby justifying CGIAR funding. While ISNAR Division's research output, like that of other CG Centers, is generally recognized as of IPG nature, its service work, such as capacity building for a national agricultural research organization, may not directly generate IPGs. ISNAR Division is aware of the issue and is moving its capacity strengthening activities from the retail level upstream to subregional and regional levels. It is also changing the nature of its capacity strengthening work by shifting from direct intervention to developing systems and networks to be applied by national organizations. ISNAR then steps back to train trainers and guide the process, give advice and use the experiences gained for comparative analysis and research.

### **2.1 ISNAR Division Priority Setting Process**

ISNAR Division's Research and Capacity Strengthening Strategy came out in October 2005. The strategy was informed by the PAC, consultations with users of ISNAR products and services and other stakeholders. The ISNAR Division undertook extensive needs assessment surveys to determine the priorities of users of its products and services<sup>1</sup>. It aligned its programs with the CGIAR priorities. On the basis of the strategy, research, capacity strengthening and outreach projects were identified. Conscious efforts were made to address concerns and accommodate recommendations of previous reviews of ISNAR. However, major challenges still remain. These will be addressed in later sections of this report.

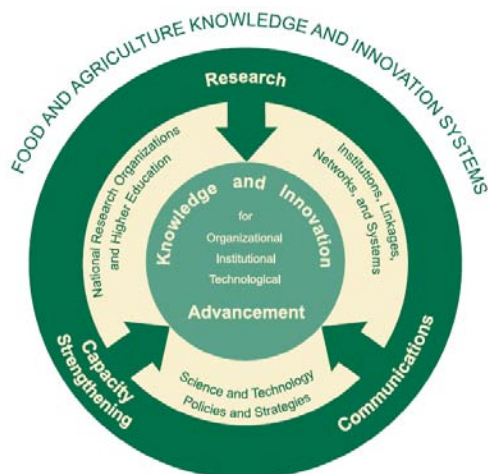
ISNAR's new strategic concept is shown in the figure below.

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<sup>1</sup> Some ISNAR staff were of the view that the findings of the needs assessment were not adequately taken into account in the priority setting exercise.



Figure 1: ISNAR’s Strategic Concept



It places, in line with its mandate, the contribution to knowledge and innovation for the advancement of innovation systems clearly in the center of its work (inner core circle). To achieve this it directs its activities to the three relevant levels: the macro-policy level with its subtheme Science and Technology Policies; the mid-level with the subtheme Innovation Systems; and the micro-level, i.e. the research organizations and higher education institutions with the subtheme Organization and Management and Learning and Capacity Strengthening, shown in the (off-white) second circle. To implement these programs ISNAR will be active in research, in capacity strengthening and communication, shown in Figure 1 in the outer (green) circle with arrows indicating that all three types of activities apply to all subthemes and to achieving its overall mandate.

## 2.2 ISNAR Division Subthemes

ISNAR Division’s strategy to achieve the above objectives involves pursuing four programs, called subthemes in the ISNAR Division terminology.

### ***Subtheme 10.2 “Agricultural Science and Technology Policy”***

(it is part of IFPRI’s Theme 10 “Science and Technology Policy” and was formerly located in IFPRI’s Communication Division).

This subtheme addresses the overall level of investments for agricultural research, subsector priorities and allocations, and addresses issues in the political and socio-economic environments that inhibit or enhance the performance of agricultural science and technology. It also identifies policy options and recommends policies that can foster improved efficiency and effectiveness.

### ***Subtheme 13.1 “Institutional Change in Agricultural Innovation Systems”***

The goal of this subtheme is to increase knowledge and help better understand how innovation processes function and how, through (agricultural) research, innovation processes can be made more dynamic, effective, innovative and pro-poor oriented. It focuses on analyzing the structure and organizations of innovation systems, the agents involved, interactions, partnerships and networks, rules and behavior/incentive systems and impact of innovation on poverty reduction.

### ***Subtheme 15.1 “Organization and Management of Agricultural Research”***

The subtheme aims at developing and testing innovative approaches and methods for prioritizing the research agenda within organizations engaged in agricultural research; for sorting out the division of labor within food and agricultural research organizations; and for diversifying and pooling resources for shared goals and objectives. In its methods it employs action research engaging key stakeholders, such as researchers, extension agents, practitioners and farmers’ representatives.

### ***Subtheme 15.2 “Learning and Capacity Strengthening (L&CS)”***

In its overall goal of alleviating poverty through capacity strengthening in agricultural research and policy in developing countries the subtheme pursues the strategic objectives of

- creating synergies within ISNAR;
- creating synergies with IFPRI divisions;
- developing alliances with other CGIAR Centers, international institutions and universities in developed and developing countries.

Its key activities focus on both, institutional and human capacity strengthening through

- research on the “why” and “how” of capacity strengthening;
- collaborative programs and university partnerships (workshops, learning modules and materials, E-learning courses) and
- communicating and disseminating the research results of the ISNAR Division, other IFPRI divisions and CGIAR Centers. The activities also include the Global Open Food and Agriculture University (GO-FAU)

## **2.3 ISNAR Division Outputs**

In the past three years, ISNAR Division has produced outputs of several kinds, including peer reviewed journal articles, books, etc. The outputs are summarized in Table 1:

Table 1: ISNAR Outputs: 2005 – 2007

		<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Date not shown</b>
1.	Conference, workshop and seminar	-	2	37	6	2
2.	Other (publications)	-	2	24	1	
3.	Peer Reviewed Journal Articles		4	11	8	
4.	IFPRI Research Reports, Food Policy Reports, 2020 Division Reports and Country Reports		2	12	4	
5.	Books, Book Chapters, etc.		18	12	7	
6.	IFPRI discussion and Project Papers		2	13	4	1
7.	Datasets etc.		-	8	-	1
8.	Media Articles etc. (learning Events)		2	8	3	
9.	C&S and other Outreach Activities		-	15	3	
10.	Learning Modules		-	13	1	

## **2.4 Assessment**

ISNAR's strategy and concept, particularly the formulation of programs are still under development. However, it has made substantial progress in the last 6 months in clarifying priorities and translating them into strategy, presenting more clearly and convincingly its concept and linking more consistently individual programs and activities to subthemes and strategy. The guiding criteria for priority setting and program implementation are their contribution to ISNAR's mandate and creation of IPG.

The Review Team views the concept presentation as a substantial step forward in clearly and convincingly explaining its strategic concept and how ISNAR intends to achieve its mandate and implement the concept.

This new strategic concept is the result of extensive discussions defining and ranking priorities; it was developed in a participatory way with different stakeholders, particularly users, and professional staff involved. While it was mentioned as a time consuming process, staff also appreciated the outcome and follow up, noting the improvement over similar processes before.

## **3. Subtheme Activities and Achievements**

ISNAR's four subtheme activities involve both research and capacity strengthening. The work in subthemes 10.2 and 13.1 focuses more on research as compared to capacity strengthening while subthemes 15.1 and particularly 15.2 give primary attention to capacity strengthening which then is used as base material for research that is analyzing processes, identifying key bottlenecks and drawing lessons learned as generic products for wider application.

### ***Subtheme 10.2 "Agricultural Science and Technology Policy"***

The program activities under this subtheme are formulated responding to a changing context for agricultural innovations. These changes are driven by rising demographic and agroecological pressures, growing markets as drivers of technological and institutional change, trade liberalization and the emergence of new economic regimes, growing private investment in knowledge markets, expanding information and communication technology and increased availability of qualified expertise in developing countries.

#### **Objectives**

The program intends to focus on three objectives: (i) identifying policy options that enhance productivity, reduce poverty, and help to conserve natural resources; (ii) building mutual understanding among stakeholders on the high priority that science and technology policies deserve and how these policies influence and have impact on pro-poor agricultural development; and (iii) strengthening global, regional, sub-regional and national capacity to undertake research, communicate research results and get policies implemented.

#### **Activities**

##### *Agricultural Science and Technology Indicator (ASTI)*

The activities of this program include four projects: first is the analysis of trends in agricultural R&D based on the Agricultural Science and Technology Indicator (ASTI)

initiative. This is an ongoing World Bank funded project started in 2001. Prior to the merger of ISNAR and IFPRI, it was a joint ISNAR-IFPRI project. Since 2004, it has been located within ISNAR. ASTI is a network of national, regional, and international agriculture research agencies. It compiles internationally comparable information on agricultural R&D investments in developing countries, and publishes country briefs, regional and global synthesis reports. In the current year, ASTI plans to combine its work on data updating, production of country and regional briefs, and undertake in-depth analysis to demonstrate impact of national and global investments in R&D.

ASTI's main objective is to assist policymakers and donors in making informed decisions about the funding and operation of public and private agricultural science and technology agencies. The quality of such decisions has a direct impact on the efficiency and effectiveness of agricultural R&D systems and ultimately on their ability to promote agricultural productivity growth. The ASTI initiative is recognized as the authoritative source of information on the structure and status of agricultural R&D worldwide.

Thus, ASTI's data show that during the 1990s, for the first time, developing countries as a group undertook more of the world's public agricultural research than industrialized countries. Yet agricultural R&D is concentrated in just a few countries. Four countries—the United States, Japan, France, and Germany—invested about two-thirds of total public research spending by industrialized countries in 2000. Similarly, just five developing countries—China, India, Brazil, Thailand, and South Africa—undertook 53 percent of the developing world's public agricultural R&D in 2000. Eighty other countries—home to some 625 million people in 2000—conducted only 6 percent of agricultural R&D worldwide. ASTI analysis also shows that 36 percent of public and private investments in agricultural R&D went to private-sector agencies in 2000, and nearly 94 percent of all private R&D was performed in industrialized countries.

The success of ASTI activities has demonstrated how comprehensive regional data can significantly influence R&D decision making in development organizations and developing countries. ASTI inputs have provided research managers and policymakers with vital information about agricultural R&D expenditure levels and trends, thus providing them with the necessary evidence to advocate an increasing funding. ASTI research has also contributed to the wider, global discourse on agricultural R&D among key stakeholders both within and outside the CGIAR. Ongoing research, capacity strengthening, and communication efforts are geared to expand and strengthen these linkages to further influence policy discourse in the global agricultural R&D community. To this end, the initiative's long-term goal is to contribute to IFPRI's role as a provider of primary research; a catalyst in promoting research results; and a facilitator of informed debate at the national, regional, and global levels.

**Recent Achievements.** The initiative conducts a high volume of survey activity focused on developing countries and also maintains access to relevant developed-country data. In recent years work has focused on building a network of collaborators both to initiate institutional survey rounds in Sub-Saharan Africa (2001–04), Asia and the Middle East (2003–07), and Latin American countries and the Caribbean (2007–08) and to develop accompanying country briefs and regional synthesis reports quantifying, analyzing, and discussing the major investment and institutional trends in various regions. The ASTI initiative has started a new series of briefs that contain a more comprehensive analysis of various aspects of the ASTI database. The first brief on the role of female scientists in developing countries has been published and was presented at the 2006 Annual General Meeting of the CGIAR. ASTI outputs and databases are made available through the initiative's website, which has recently

been revised and upgraded to make information more easily accessible. ASTI outputs have also been presented at a large number of meetings and conferences throughout the world and have contributed to a number of influential initiatives. Thus, it has provided inputs into the WDR 2008, for the Inter Academy Council (IAC) and the International Assessment of Agricultural Science and Technology for Development (IAASTD).

ASTI does not provide direct capacity building outputs as such. It provides information to researchers and other users which can be used for capacity strengthening research and other agricultural development activities. Through its networking arrangements with developing countries research organizations, ASTI strengthens the skills of its collaborators in data collection and analysis methodologies.

**Partners.** Over the years, the ASTI initiative has worked with more than 50 national partners (12 in Latin America, 27 in SSA, 6 in WANA and 12 in Asia) —often the main agricultural research agencies—to implement national surveys and prepare and disseminate the ASTI country briefs. In addition, the initiative has forged partnerships with a number of regional and international organizations.

**Funding.** To maintain its database as an accessible international public good and ensure the continuity, international comparability and high quality of its country indicators, ASTI needs secured long-term financing. ASTI has since 2006 encountered increasingly difficulties in securing adequate funding. National statistical offices, particularly in developing countries, regularly do not record these data. Thus, ASTI collaborates with a network of national research organizations, assisting them in the design and implementation of surveys. These activities need to be included in these organizations' planning process; without secured funding the data collection activities may get dropped. Thus, data collection fell behind particularly in Asia, and may lead to interrupted data series. It seems that, although ASTI has been declared of CG-wide interest, the CG and donors need to better recognize the high importance of ASTI's work and mobilize joint support for it.

#### *Comparative S&T Policy Systems*

The second activity of subtheme 10.2 is the analysis of comparative S&T systems. Research on this project started in 2006 initially by preparing a series of discussion papers to build the foundation for further research on methodology and cross country comparisons. The project aims at developing innovative benchmarks as a tool for improving national innovation and economic performance, guide science, technology and innovation policy making, and provide public goods in science, technology, and innovation. The benchmarks also help countries to see where they are placed in their innovative efforts internationally. Research under this project also helps to guide science, technology and innovative policy making and provides information and evidence for national, regional, and global discussions on science, technology, and innovation. The project has strong links with other IFPRI divisions, and strong collaborative arrangements with national research organizations, especially with the Indian Council for Agricultural Research and the Vietnamese Ministry of Agriculture and Rural Development.

#### *Moving agricultural science policy into practice*

The third effort of the subtheme is directed at moving policy into practice. Research work is related to analyzing alternative agricultural extension approaches and their contribution to innovation adoption and poverty reduction. Issues addressed include strengthening rural

sciences and institutions to better serve smallholder farmers; formulating evidence-based policy options to improve extension systems; examining social discrimination, gender biases and women empowerment; and introducing new tools and methods for analysis, such as social network analysis. As a part of research under this project, a short term project (4 months) was undertaken to develop a conceptual framework on agricultural education and training in Ethiopia and Mozambique. The project investigates the contribution of alternative extension approaches to agricultural development through, among others, introduction of new tools and methods of analysis. The project has strong linkages with items within the ISNAR Division and with the rest of IFPRI. It has also intensive outreach activities with extension agents.

#### *Promoting pro-poor science and technology processes*

The fourth focus, promoting pro-poor science and technology processes is directed at identifying the relationship between science policy research and policy, particularly looking at factors that influence the adoption of research findings into policy. This should help to improve the impact of science policy research on policy design and implementation.

#### **Assessment**

ASTI output has been published in conference proceedings and book chapters, background papers, briefs and country briefs, and ASTI staff has presented ASTI output at numerous conferences, both national and international, workshops and seminars. Clearly, the ASTI work is well established. Its value and importance is highly recognized by IFPRI insiders, but apparently not yet sufficiently by outsiders, notably the CG system and donor community, as evidenced by a decline in funding. A wider use of ASTI data in research and policy advice should help to underline the priority of these activities and to convince donors of its importance.

Also, the research output of the other programs of this subtheme has been presented at international conferences and symposia; from 2005 up to June 2007, five peer reviewed journal articles have been published and two discussion papers. This is a respectable output of a young and dynamic research staff, produced in a difficult environment of senior researchers' departures and a change in the Division's management.

The main emphasis of the subtheme 10.2 programs is research; capacity strengthening plays a significant role in the latter two only. Thus, ASTI's primary objective is to produce information (tools) which are useful inputs to further research which may build capacity. The capacity strengthening content of the project is weak. Credible research work has been undertaken in the other programs under subtheme 10.2, i.e. Comparative S&T Policy Systems, Science Policy and Practice, and Pro-poor Science and Technology Processes. However, the capacity building components of the programs need to be spelt out more explicitly. The projects on agricultural science and policy and pluralistic extension systems, on the other hand, have strong capacity building components. Outreach is built into the research projects, and regular workshops and seminars are conducted as the research process goes along. The training is conducted for trainers of trainers and farmers. The Review Team recommends that the capacity building components for these and future projects in the form of outputs, outcomes, and impacts be clearly identified and be subjected to rigorous monitoring and evaluation.

## ***Subtheme 13.1 “Institutional Change in Agricultural Innovation Systems”***

### **Objectives**

The objectives of the institutional change subtheme is to improve through research the understanding of smallholder innovation processes, particularly the dynamics of innovation networks; drivers of innovation; and the role of research, extension, and development agents in innovation processes. The program focuses on four areas of research and outreach:

- (i) understanding innovation processes within the context of socioeconomic constraints and local conditions;
- (ii) analyzing linkages and collaboration mechanisms, such as networks, partnerships, funding arrangements, need assessment tools, and learning models to foster innovation in local contexts;
- (iii) analyzing the roles of agents and institutions at the national and system levels and their governance, interactions, and contributions to the generation and diffusion of pro-poor innovation; and
- (iv) analyzing the impact of innovation on poverty reduction and the scope for project and policy design.

### **Activities**

The flagship activities of this subtheme are the work on public-private partnerships (PPP) in the CGIAR. The purpose of this project is to examine the role of PPPs in international agricultural research and to provide policymakers, research managers, and business decisionmakers with an understanding of how PPPs evolve, operate, and contribute to enhancing food security and poverty alleviation in developing countries. A specific focus is placed on PPPs in the CGIAR.

In total eleven activities are listed to have been or as being carried out during 2005 to mid 2007. Three of them in Bolivia on innovation systems governance, innovation partnerships and on the design of innovation systems and policies, the latter two lasting for six and two months, respectively. Similarly, the study on absorptive capabilities for innovations in agri-chains in Nicaragua lasted for six months only. These short running projects emphasize more a capacity strengthening service (see below) and have less relation to research and the production of IPGs, although the lessons learned from capacity strengthening could also be applicable to similar institutional setups. Two further projects, one on smallholder capacity to innovate (and the determining factors) in Ethiopia and the other on institutional assessment of “produce foundations” in Mexico, also appear less research oriented.

#### *Innovation Systems and PPP*

The bulk of capacity strengthening under subtheme 13.1 has been in the category Innovation Systems and PPP. Seven of the eleven projects undertaken during the last three and a half years have been in Innovation Systems and PPP. Of these, two were region-wide and five were country-specific. Two projects were on organizational capacity strengthening, and two were CGIAR system-wide.

Capacity strengthening efforts under the innovation systems approach take into account the major changes in the agricultural environment at the agricultural research, processing, and market levels. It recognizes the innovation capabilities and outputs of the agents in the agri-value chains, and devises methods of how to strengthen their capacities through networking

arrangements, incentive systems, and other ways. ISNAR Division researchers work in close collaboration with agents in the entire agri-chains, and help the latter strengthen their capacities both through collaboration and through imparting of new knowledge and insights. The researchers also, in addition to the traditional outreach activities, organize specific capacity strengthening activities in form of workshops and seminars. In 2005 and 2006, nine capacity strengthening events were conducted. ISNAR Division has also published a Discussion Paper, "Building PPP for Agricultural Innovation in Latin America: Lessons from Capacity Strengthening" which distills lessons learned from previous experiences and highlights viable approaches to capacity strengthening. An important output of the lessons learned is the progress from the "what" of capacity strengthening to "how to".

On individual projects, there is anecdotal evidence that there were significant capacity strengthening outputs. In the Bolivia Project on Innovative Systems and PPP, many innovation agents were involved in research and networking. In the Uganda Project on Enhancing Innovation Processes, there was an in-built mechanism for collaboration between Uganda researchers and ISNAR on research design, execution, and publication, and in the New Paradigm Network Project over 2000 stakeholders were involved both in research and outreach. In the Ethiopian Project on Innovation Systems, workshops and seminars have been held with extension agents and farmers' groups on innovative ways of disseminating agricultural innovations.

#### *Capacity strengthening activities to two Mexican Produce Foundations*

ISNAR Division, under subtheme 13.1 has undertaken capacity strengthening activities to two Mexican Produce Foundations. One project involved enhancement of capacities of a Mexican Foundation to award competitive grants for agricultural research. The other one attempted to strengthen the capacity of another Foundation (COFUPRO) to design and implement innovative programs. In both cases, the ISNAR Division researchers, in collaboration with their Mexican counterparts, undertook in-depth institutional assessments of the Foundations, and came forward with findings of how to improve performance.

#### *CGIAR Related Projects*

In connection with two CGIAR related projects ISNAR/IFPRI organized in 2006 a conference on private-public partnerships bringing together decision-makers, policy experts, and practitioners in the agricultural research community to share knowledge based on research on PPP. This was a dissemination activity to the benefit of the CGIAR system and other agricultural stakeholders. The other CGIAR project, PPP in CGIAR, is important in generating knowledge, but its immediate capacity strengthening content is weak.

#### **Assessment**

**Research Output.** Project research outputs under this subtheme include six peer-reviewed journal articles (of which one is forthcoming), four IFPRI food policy reports/briefs, discussion papers and country reports, a discussion paper entitled "Sharing science, building bridges, and enhancing impact: Public-private partnerships in the CGIAR", a searchable online database of 75 PPPs in the CGIAR, and numerous presentations of the results at various conferences, workshops, and meetings. Further publications have been submitted to peer-reviewed journals and are under review. Again, with a dynamic and active young research staff, this group has the potential to substantially contribute to ISNAR's output and impact. The program could benefit from some guidance in selecting and focusing individual activities to become more in line with subtheme objectives.



**Capacity Strengthening.** There has been significant capacity strengthening under subtheme 13.1 since 2004. For the purpose of capacity strengthening assessment, the projects under this subtheme fall under four broad categories: innovative systems and PPP; organizational and institutional strengthening; communications and outreach, and system-wide capacity strengthening. Under the innovative systems/PPP approach, ISNAR has defined an approach unique to itself in the CG system. In Africa, where NARS are important vehicles for agricultural research and agri-chains are weak, the approach has not been widely applied. In Asia, no projects have been carried out under this subtheme. On capacity strengthening, performance under this subtheme has been commendable.

### ***Theme 15: Capacity Strengthening***

Capacity strengthening (CGIAR Theme 15) is an important goal of CGIAR. Fully 20% of the CG system's expenditures are devoted to capacity strengthening, and within IFPRI, 10 – 15% of the Institute's budget is earmarked to this activity. ISNAR Division and more so subthemes 15.1 and 15.2 are unique in the sense that it is the only organization in the CG system with the sole mandate of addressing capacity strengthening issues. The Division's activities address capacity strengthening under this theme, and the subthemes 10.2 and 13.1 (already discussed).

Strengthening of capacity is achieved by enhancement of skills and provision of analytical tools to individuals, strengthening of organizational structures and processes to enhance efficiency and improvement of the policy environment and institutional arrangements. The end result of capacity strengthening is measured by the outputs, outcomes, and impacts of the effort. Because of the limitations of time and information, this review will limit itself to broad assessment of outputs achieved and the processes followed in the capacity strengthening initiatives of ISNAR during the past three years. Assessment of the outputs has been informed by literature review of ISNAR and IFPRI reports, staff interviews, and limited interviews of users of ISNAR services and products.

#### ***Subtheme 15.1 “Organization and Management for Strengthening Agricultural Research (O&M)”***

##### **Objectives**

Agricultural innovation is a complex process, often hampered by technological, institutional, organizational, and managerial constraints. A key challenge facing agricultural research systems is how to minimize such constraints by identifying effective organizational and management (O&M) strategies. The ISNAR Division's O&M program endeavors to respond to organizational challenges and opportunities facing agricultural research systems in developing countries by conducting O&M research, capacity strengthening, and outreach activities in support of pro-poor agricultural innovation. The objective of the O&M program is to enhance the efficiency and effectiveness of food and agricultural research organizations in developing countries with a view to fostering poverty reduction and improved food and nutrition security.

O&M has been at the core of ISNAR's activity since its founding. Its operations and the impact of its activities were assessed in the 1996 and 2002 EPMRs and evaluated by the 2004 Impact Assessment Study. The reviewers recommended, among other things, that ISNAR should de-emphasize service provision in favor of research, and should shift its focus from

NARS to SROs and regional organizations. Since 2004, there has been a discernable movement in that direction. Of the nine projects undertaken in the last two years, two were in support of regional initiatives, five were on generic issues pertaining to O&M in Africa, and three were country-specific<sup>2</sup>. Of the latter, two projects were on countries emerging from conflict (Liberia and Sierra Leone).

The O&M program collaborates closely with other programs within ISNAR Division, and with other IFPRI divisions. In particular, it collaborates with Institutional Change in Agricultural Innovation Systems and Agricultural Science and Technology Policy Programs.

The O&M program directly contributes to the CGIAR's System Priority 5. Specifically, Goal 4 under System Priority 5A deals with enhancing the structure, conduct, and performance of knowledge-intensive institutions, emphasizing public and private research agencies and their inter-relationships. Similarly, System Priority 5C focuses on enhancing the role of rural organizations, institutions, and partnerships in maximizing impact from agricultural research.

## **Projects**

The work under this subtheme is carried out in three projects, one in eastern and southern Africa, one in Mozambique and one in Sierra Leone:

### *Strengthening management for impact of agricultural projects in eastern and southern Africa (SMIP)*

This project is a three-year collaboration by the ISNAR Division's O&M and L&CS programs, Wageningen International University, Haramaya University (Ethiopia), and the African Institute for Community Driven Development (AICDD-Khanya, South Africa). The project is funded by the International Fund for Agricultural Development (IFAD) and has a value of US\$1.4 million. SMIP seeks to enhance understanding of the implications of various O&M arrangements on the performance of organizations within food and agriculture innovation systems in eastern and southern Africa. Working alongside a range of service providers, SMIP employs action research methodologies as a means of (a) strengthening the capacity of pro-poor agricultural service providers; (b) generating, sharing, and disseminating knowledge and lessons learned; (c) enhancing O&M capacities and effectiveness; and (d) facilitating the establishment of linkages, partnerships, and networks among producers, service providers, policymakers and other stakeholders. SMIP conducts two types of activities: (a) action learning sites (for example, in Tanzania and Mozambique) where comprehensive and sustained action research is scheduled throughout the project period and (b) ad hoc project interventions based on O&M service requests from IFAD-funded and other projects. The ISNAR Division's O&M program is the lead agency for the Tanzania action learning site and plays a supportive role in the Mozambique site.

The SMIP project commenced in January 2007. Service providers from across East and Southern Africa were trained in the "managing for impact" approach, enabling them to critically analyze, review, and document their experiences working on IFAD-funded and other (ad hoc) projects with the support of IFPRI's O&M team. Some of these trained service providers have been deployed on projects funded by the Department of Social Services in South Africa and on an IFAD-funded agricultural project in Lesotho. An action learning site project in Tanzania began with a diagnostic analysis of a US\$30 million project funded by IFAD entitled, *Poverty Reduction Through Improved Organization and Governance of*

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<sup>2</sup> Of the three projects, one was a country study (Liberia), and two are ongoing (Mozambique and Sierra Leone).

*Agricultural Commodity Value Chains in Tanzania.* Other project partners in Tanzania include the Smallscale Industrial Development Organization, regional governments, and ministries of agriculture and finance.

*Strengthening organization and management of agricultural research in Mozambique*

This project is a three-year collaboration by the ISNAR Division's O&M and L&CS programs and the Institute of Agrarian Research of Mozambique (IIAM). The project is funded by PRO-AGRI, a consortium of donor agencies in Mozambique, has a value of US\$ 100,000 and started in January 2006. The purpose of the project is to facilitate the establishment of a development-oriented O&M system for agricultural research in Mozambique. This involves collaborative efforts to identify appropriate priority-setting mechanisms for research that respond to client needs, establish research-friendly O&M arrangements, disseminate research results, and promote their use. This also necessitates determining comparative organizational advantages of agricultural research entities in Mozambique, including IIAM, the University of Eduardo Mondlane, and the Ministry of Science and Technology, as well as nongovernmental organizations, farmer associations, and private enterprises.

A diagnostic study of the state of O&M in the national research system was conducted in March 2006. Based on that study's recommendations, a sensitization workshop for senior research managers within IIAM was conducted in August 2006 in preparation for strategic planning toward the creation of a development oriented O&M system for agricultural research. Strategic planning began in May 2007 and is scheduled to continue until September 2007, after which the O&M program will provide technical support and research as needed during the implementation phase.

*Strengthening organization and management of agricultural research in Sierra Leone*

This project is a three-year collaboration by the ISNAR Division's O&M and L&CS programs and the National Agricultural Research Coordinating Council (NARCC), Sierra Leone. The project is funded by the Forum for Agricultural Research in Africa (FARA) and NARCC, and has a value of US\$200,000. The purpose of the project is to facilitate the establishment of a development-oriented O&M system for agricultural research in Sierra Leone. This involves collaborative efforts to identify appropriate priority-setting mechanisms for research that responds to client needs, establish research-friendly O&M arrangements, and disseminate research results and promote their use. This also necessitates determining the comparative organizational advantages of agricultural research entities in Sierra Leone, including the Rice Research Institute, the Institute of Agricultural Research, NARCC, and Njala University College of Agriculture, as well as nongovernmental organizations, farmer associations, and private enterprises. Work under this project started with an assessment of the state of Sierra Leone's agricultural research system and a sensitization workshop for senior research managers in preparation for strategic planning toward the creation of a development-oriented O&M system for agricultural research. FARA, in April 2007, was approached for financing and committed to contributing US\$200,000 to NARCC for the strategic planning process. FARA also launched a larger project proposal with IFPRI involving the establishment of a National Agricultural Productivity Program in Sierra Leone. Strategic planning is scheduled to begin by September 2007 and to conclude by February 2008, after which the O&M program will provide technical support and research as needed during the implementation phase.

## **Assessment**

The entirety of activities under this subtheme is on capacity strengthening. This is achieved through the action-research process, and through seminars and workshops in which ISNAR researchers run or participate in. It is advisable to accompany the service activities with data recording and information monitoring which can serve as the base material for research that creates the knowledge applicable to and by other countries and institutions.

Division staff has actively disseminated experiences in conferences, workshops and seminars which found their way into conference proceedings. Four peer-reviewed journal articles were published between 2005 and 2007, although two of these based on work done before joining ISNAR. Also contributions to books (partly conference proceedings) and an ISNAR discussion paper were the result of this subtheme's work. Thus, work of this subtheme has led to more service output and less to peer-reviewed publications (except, as mentioned above, four publications based on previous research). The Review Team recommends for the future a shift in the balance between service and research towards giving higher emphasis to research.

### ***Subtheme 15.2 “Learning and Capacity Strengthening”***

Capacity development has been a strong contributor to agricultural growth, poverty reduction, and economic development. As a global leader in food policy research, IFPRI can play a key role in improving analytical capacity for policy research and analysis through the development of a broad strategy for capacity strengthening. To be more effective in promoting learning to achieve its mission, in 2005 IFPRI consolidated its capacity-strengthening program under the ISNAR Division, as the Learning and Capacity Strengthening (L&CS) program.

## **Objectives**

The overall goal of the L&CS program is to improve institutional and human capacity to provide food policy solutions through research, outreach, and communications. The broad objective is to provide research-based knowledge to policymakers, policy researchers, and analysts through capacity strengthening activities. Specific objectives include

- conducting research to generate information in support of effective and efficient capacity strengthening in agricultural development to reduce poverty, food insecurity, and natural resource degradation;
- implementing capacity strengthening activities based on IFPRI research to increase institutional and human capacity in developing countries; and
- communicating and disseminating results of capacity strengthening research and sharing best practices and course content to improve teaching and learning outcomes.

## **Activities**

The L&CS activities are well focused on strengthening national agricultural research systems (NARS) and the capacity of researchers, policymakers, trainers, practitioners, administrators, extension workers, students, community leaders, and others to address food policy issues through research, analysis, communications, policy formulation, institutional change, and organizational management, including strengthening effective developing-country networks. The major strategic areas of the L&CS program include

- providing institutional integration of capacity strengthening activities across IFPRI's divisions, themes, projects, and activities;

- providing capacity strengthening to developing-country NARS as part of the ISNAR Division's programs; and
- contributing to linkages with other CGIAR Centers and CGIAR-wide capacity strengthening activities for NARS.

The program very successfully generates new knowledge in collaboration with partners, and strengthens the capacity of individuals and groups working within food and agricultural innovation systems at institutes, universities, and government agencies in order to promote sustainable options for reducing poverty and hunger.

Research under the L&CS program contributes to the impact of other ISNAR Division subthemes by addressing specific challenges. For example, insights into capacity requirements to strengthen science and technology policy processes in developing countries are particularly relevant to the division's Agricultural Science and Technology Policy subtheme. Similarly, the Institutional Change and Innovation Systems subtheme benefits from analysis of capacity needs and appropriate mechanisms to build linkages with stakeholders, including producer organizations, and the Organization and Management program gains from research on how to improve the managerial, organizational, public relations, and leadership skills of personnel in food and agricultural innovation systems.

The L&CS program also collaborates with other IFPRI divisions to develop and deliver capacity strengthening research and outreach activities, identify knowledge gaps, and design strategies to reduce capacity gaps. Outreach activities undertaken with other divisions form the basis for much of the research conducted by the program. In the past two years, the program has worked with

- the Markets, Trade, and Institutions Division (MTID) on the South Asia Initiative and the Strategic Development of Horticulture Value Chains in Sub-Saharan Africa seminar series;
- the Development Strategy and Governance Division (DSGD) on the Strategic Analysis and Knowledge Support Systems project, the former Eastern Africa Food Policy Network, and general governance issues;
- the Food Consumption and Nutrition Division (FCND) on the Regional Network on AIDS, Livelihoods, and Food Security (RENEWAL) and the Basic Support for Institutionalizing Child Survival (BASICS II) project;
- the Environment and Production Technology Division (EPTD) on issues involving the Systemwide Program on Collective Action and Property Rights (CAPRI); and
- the Communications Division on a variety of conferences, workshops, and international dialogues. The L&CS program also collaborates with country programs in Ethiopia and Ghana, and there are plans to do so when the Nigeria program takes off.

#### *Global public goods project*

Of particular importance for promoting research in partner countries is the global public goods project. It is an initiative to organize IFPRI's socioeconomic data sets and has been extremely successful in sharing IFPRI data with a wide array of users. Since its inception in 2003, the project has met the requests of 4,161 users. As a capacity strengthening tool, the data sets facilitate easier, faster, and more cost-effective research, especially for graduate students. The impact of this project is being documented in a forthcoming working paper.

The L&CS program has also published an important Discussion Paper: Capacity Development as a Research Domain. The paper outlines the complexities of capacity as a

concept and argues a case for considering capacity as a research domain. This is an important idea. Although governments, donors, CGIAR, and IFPRI spend a lot of resources on capacity strengthening, there are no agreed definitions and organizing principles of capacity. There are major questions on how to undertake capacity strengthening research, and how to translate the research into action. The type of research mooted in this Discussion Paper needs to be advanced further possibly in collaboration with some major academic or research institution.

#### *Global Open Food and Agriculture University*

GO-FAU is the most ambitious project under subtheme 15.2. It is a CGIAR-wide initiative whose objective is to support and facilitate university teaching in agriculture and related disciplines through both distance learning and traditional methods. It plans to provide training and course modules to faculty members of the collaborating universities initially within African and Asian universities, of which there will be 10 from Africa and a similar number from Asia. Individual universities will take the lead in delivering courses, supporting students, providing accreditation, and awarding degrees. For Asia, Indira Gandhi Open National University is the lead institution. For Africa, AVU was supposed to be the lead institution, but for a variety of reasons, it could not assume that role. ISNAR management is exploring the possibility of University of South Africa taking the lead.

In its Fourth EPMR, the panel expressed concern whether IFPRI had a comparative advantage in managing GO-FAU. The major concern was whether the program should be managed by IFPRI or by ICRISAT which was then developing a similar program. Since then, the ISNAR Team Leader for GO-FAU has taken several measures to address these concerns. He has consulted widely with other CG Centers and has re-configured the substance and the organizational arrangements of the program. The program is now seen as system-wide in which all CG Centers are encouraged, alongside IFPRI, to participate by way of providing teaching materials, instruction modules, and teachers. ISNAR will act as a manager and coordinator of the activity with a Program Advisory Committee providing guidance. The IFPRI management has also developed a business plan, and has applied for financial support from several donors, including the Gates Foundation.

The program has three components:

- Masters Courses in agriculture, including M.Sc. in agricultural economics, agribusiness, and agricultural sciences
- Executive Courses designed for mid-career professionals
- Short courses

None of the GO-FAU courses is operational at the moment as ISNAR is still looking for funding. Once started, the program will be implemented in collaboration with the School of Oriental and African Studies, U.K.

The panel believes that the initial concern of EPMR concerning the comparative advantage of ISNAR/IFPRI vis-à-vis other centers in running the program has been addressed by redefinition of the role of ISNAR as one of coordinator and manager. There are, however, still other concerns which will need to be addressed. GO-FAU is a program with great potential, but also major challenges. Distance learning is a complex process, and is still in its infancy particularly in Africa. The financial sustainability of the program, both within the Universities, and the GO-FAU secretariat, is not yet assured. The demand for the Program and its content, especially the executive courses, is not yet well developed. These issues need

to be addressed. The Review Team notes the great potential and complexity of the program, and also notes that the International Program Advisory Committee (PAC) of GO-FAU handles the monitoring and review of the activity.

## **Assessment**

**Research Output.** The research output of this subtheme is excellent. The senior researcher who transferred in 2005 from IFPRI's Communication Division into the ISNAR Division has been central in establishing and fostering IFPRI's research culture in ISNAR. The ISNAR Division outputs 2005-2007 document lists 11 presentations and participations in mostly international conferences, workshops and seminars, 7 peer-reviewed journal articles, 19 publications in books and conference proceedings (Babu as lead author) and another 10 as co-author, and 1 IFPRI and 1 ISNAR discussion paper. Furthermore, outreach was enhanced by more than 10 media articles, newsletters, press briefings and interviews, and capacity strengthening activities were supported by learning materials, events and module preparation. The subtheme's capacity strengthening activity is to be seen within the context of the whole ISNAR Division's capacity strengthening work.

## **Capacity Strengthening in ISNAR**

Some advances have been made in streamlining capacity strengthening in ISNAR. A system has been put in place to ensure that the impact of research activities is subjected to evaluation, both ex-ante and ex-post. This is in line with the recommendations of Impact Assessment Report of 2004. All research proposals have a section on expected impacts and an enumeration of beneficiaries. The research is undertaken in accordance with a Concept Note Format which specifies, among other things, expected outputs, milestones, impacts, and beneficiaries. Capacity strengthening outputs are captured and recorded as the project proceeds concomitantly and on completion; some of the projects are subjected to ex-post evaluation by IFPRI's Impact Assessment Coordinator in consultation with the Director-General. As ISNAR Division projects are fairly recent, none has undergone ex-post evaluations so far. Additionally, in line with recommendations of past evaluation of ISNAR, there has been a discernable movement away from focus on NARS to SROs. ISNAR is increasingly working with sub-regional organizations like ASARECA and the Center for Agricultural Research Management and Policy Learning for Eastern Africa.

There are, however, several factors constraining the Division's ability to execute its mandate of capacity strengthening. Perhaps the most critical constraint is the level of staffing. The Division currently has six IRS. There are two vacant positions – one Senior Research Fellow and one Research Fellow. When the vacant positions will be filled, there will be eight IRS. This compares with eleven IRS in 2005 and 2006, and is well below 16 IRS deemed as the minimum required for small sized ISNAR by the IRT. The mix of professional disciplines is also inadequate for the purpose of undertaking broad-based capacity strengthening. Previous evaluations have highlighted the imperative of recruiting professionals with background in management sciences, among other disciplines. This shortcoming has not yet been addressed.

Secondly, although ISNAR has made efforts to move up scale in the service - research continuum, capacity strengthening output and outcomes are not explicitly specified in all research projects. In the future, all projects undertaken by the division should spell these out.

Thirdly, there are no strong in-built incentives for undertaking capacity strengthening activities. The incentive systems for ISNAR, as for all IFPRI, rightly reward research and publication. It has been observed that whenever there is a financing shortfall in a project, the capacity strengthening component is the first casualty. There is no easy answer to this challenge, but it needs to be addressed.

Fourthly, as a result of difficulties encountered by ISNAR staff in raising restricted funding for their research, they have increasingly worked in support of projects led by other IFPRI divisions. In the last two years, ISNAR researchers have worked on 19 inter-divisional projects: five related to the subtheme 13.1, four related to subtheme 10.2 and ten related to subtheme 15.2. Their involvement has, no doubt, enhanced overall IFPRI's accomplishment, but at a cost of internal coherence and effectiveness of the ISNAR's program.

Fifthly, by IFPRI's own calculations, one third of its capacity strengthening research and related activities are undertaken by other divisions of the Institute. The Director General has recently created a Task Force with the objectives of:

- Ensuring that design and implementation of capacity strengthening systems and activities in IFPRI and its research themes and communication projects is state-of-the-art.
- Establishing a systematic approach for gathering, maintaining and reporting information about IFPRI capacity strengthening activities.

The Task Force will complete its assignment by early next year.

It is expected that the findings of the Task Force will obviate some of the constraints outlined above. To address the two objectives of the study it is expected that the Task Force will formulate a clear operational definition of the term capacity, identify the different types of capacities, identify capacity content of the different projects undertaken by IFPRI, and formulate incentive systems to enhance the status of capacity strengthening research and other activities within the Institute.

Finally, the scope of capacity strengthening is very broad. It covers the whole range of activities from the farmers to the consumer, and encompasses a multiplicity of players, including the farmers, civil society, private sector, and government. Although the bulk of capacity strengthening activities are now based in ISNAR Division under theme 15, the Task Force should revisit the issue and determine whether some capacity strengthening activities should revert to the Communications Division. For example, agriculture and food policy touches on micro, meso and macroeconomic, and governance issues. Most of these are dealt with by other IFPRI divisions, and the outreach of their finding is handled by the Communications Division. The Task force could explore whether capacity strengthening outputs of these activities should be handled by the Communications Division or ISNAR.

### **Research in Capacity Strengthening in the Service – Research Continuum**

In assessing ISNAR Division's work, a tension between research and capacity strengthening is becoming apparent. Addressing the issue of research vs services has also been emphasized by PAC, donors, users of ISNAR Division products and services and others.

Direct capacity strengthening is provided by services. As ISNAR activities move up-scale in the service – research continuum, their provision of direct capacity strengthening decreases



correspondingly and capacity strengthening inputs change into information provision, based on the research. A hierarchy of capacity strengthening along the service – research continuum may be seen as follows:

#### Research Capacity Strengthening

1. At already existing knowledge, capacity strengthening involves primarily providing dissemination of knowledge, advisory services, training, training modules etc.
2. Action Research Capacity Strengthening through collaborative research. Solutions to problems are being identified and addressed as the action research proceeds.
3. Empirical (Applied) Research Capacity Strengthening through collaborative research (the forte of ISNAR and IFPRI). Research output is used for capacity strengthening along the lines of 1 above.
4. Basic Research. Not ISNAR's mandate given its limited capacity, (nor IFPRI's).

In this hierarchy, action research is a pathway in moving from service provision to research. Research provides new knowledge and information as tools for capacity strengthening. Service provision is a mechanism for imparting the knowledge and information to individuals and organizations. Historically, ISNAR has focused on service provision of existing and new knowledge to NARS by way of advisory services and training. Recently it has embraced the tool of action research as an interactive mechanism of providing service/capacity strengthening through research. As ISNAR moves up-scale in the service – research continuum, the service element in its interventions will decrease correspondingly. Capacity strengthening will increasingly be in the form of outreach via dissemination, workshops, seminars, conferences, and publications.

## **4. ISNAR Division Administration and Program Management**

### **4.1 Administration and Finance**

ISNAR Division is administered and managed in line with other divisions of IFPRI. Its head office is in Addis Ababa, with outposted personnel in Washington (2 senior researchers and 2 support staff), and Costa Rica (1 research fellow and 1 support staff). The outposted researcher in Costa Rica will be recalled to Addis Ababa, but the collaboration agreement between IFPRI and IICA will remain existent. Overall staff recruitment, other personnel policies, and financial administration are managed from IFPRI head office in Washington. By virtue of its being hosted by ILRI, local recruitment of personnel and local procurement, including their accounting process, are undertaken by ILRI on behalf of ISNAR. The Division's accounts are subjected to regular internal audit by IFPRI, and annual external audit by internationally recognized external audit firms. Both ISNAR and IFPRI consider the hosting arrangements, including record keeping, satisfactory.

ISNAR's unrestricted funding has dropped from US\$3.817 million in 2005 to an estimated US\$2.143 million in 2007. For 2006, the total funding for the Division was US\$3.984 million, of which US\$2.993 million was unrestricted and US\$992,000 was restricted. Although the 2007 budget makes a provision of US\$3.259 million, unrestricted funding, this target is unlikely to be achieved, and the Division's expenditures will be scaled down accordingly. On restricted funding, ISNAR is the lead Division within IFPRI for managing the three-year CAADP project. Some funding will accrue to ISNAR as a result of this activity, but the amount cannot be ascertained at the moment.

ISNAR's challenge has been on fund raising. ISNAR's percentage of restricted funding to its total budget has been around 30% compared to an Institute-wide ratio of 70%. It is imperative for the Division to redouble its efforts on fund-raising.

There are 24 staff members in the Division, of whom 8 (including the Director) are internationally recruited, six are research support staff, and 10 are administrative support staff (see Annex 3). Other than the concerns expressed by some IRS personnel on relative isolation of Addis Ababa from the main research centers, the staff are satisfied with the work environment, including the offices, equipment, and access to literature. The support staff also expressed satisfaction with the work environment, but several expressed concern that there was inadequate mentoring by their supervisors.

## **4.2 Program Management**

ISNAR's program management follows ISNAR's format in terms of its review and planning processes. Its research and other activities are subjected to internal program review, priority setting, and regular monitoring and evaluation.

### *Staffing*

Management of the ISNAR Division has changed twice during the merger period (see Annex 3). When the ISNAR Division was set up in Addis Ababa in April 2004 the search for a new director was still ongoing. An interim director, Dr. Jim Ryan, the former ICRISAT Center Director, was appointed for a 3 month period (from April 1, 2004 to June 30, 2004).

From July 1, 2004 to December 31, 2006 Dr. Wilberforce Kisamba-Mugerwa, formerly Minister of Agriculture of Uganda, was Division Director. Kwadwo Asenso-Okyere started as Interim Director of ISNAR Division on January 16, 2007 and started as Division Director on March 16, 2007. Before joining IFPRI he was the Vice-Chancellor of the University of Ghana, Legon.

Internationally Recruited Staff (IRS) has also been unstable. Of the nine IRS in 2004 (excluding the director) only 4 were with ISNAR in mid 2007 and none of the Senior Research Fellows stayed with the Division throughout the entire merger period, except perhaps for Suresh Babu, who transferred from the IFPRI Communication Division to ISNAR in early 2005.

As a result of these changes the work of ISNAR has been carried with continuity by one Senior Research Fellow, four young Research Fellows and the Head of ASTI. They are to be commended for their excellent work, particularly considering the enormous pressure on them for fund raising, in which younger staff are still less experienced.

### *Priority Setting, Criteria and Planning*

After the merger, a substantial amount of time and resources was devoted to defining priorities and setting up the plan for the new ISNAR (essentially done in 2005) and translating these into programs (done in 2006). For that purpose IFPRI staff from headquarters were sent to assist in the exercise. A fairly large undertaking was devoted to a "needs assessment" survey involving particularly the user side of ISNAR's work. The results were then pulled together into "The ISNAR Division Research and Capacity Strengthening", also called ISNAR's Medium Term Strategy (October 2005). The document reflects a careful strategic planning exercise to chart ISNAR Division's future course. It entailed diagnosing the current

environment in agricultural research and innovation, assessing opportunities and challenges, and conducting in-depth discussions with stakeholders to understand their needs.

As part of its strategic planning, the ISNAR Division took into account IFPRI's Medium Term Strategy, the priorities set forth by the IRT (2003) and the CGIAR Science Council priorities (CGIAR 2005). It conducted an internal analysis of its opportunities and challenges. This process was complemented by a series of subregional needs assessment workshops and studies conducted by key stakeholders.

A particular focus was placed on key stakeholder and end user priorities. Consultations were held with stakeholders in key subregions to help refine and focus the division's priorities. Other events and their outputs included the InterAcademy Council stakeholder assessments (IAC 2004), NEPAD's regional planning workshops for the implementation of its Comprehensive Africa Agriculture Development Program (NEPAD 2003), NEPAD's Multi-Country Agricultural Productivity Project (NEPAD 2005), subregional organizations priority-setting exercises (ASARECA 2005; SADC 2004), and regional needs assessment studies commissioned by the division; these were used to develop both subregional and general priorities.

Thus, the process of developing the ISNAR Division's medium-term strategy, defining its concept and formulating its priorities has been in the Review Team's opinion transparent and systematic. However, translating the concept and priorities into a work program with individual projects and activities has not been pursued with the same consistency and rigor. As a result, staff considered these efforts largely as an unsatisfactory exercise, and frustration spread. The departure of IRS research staff may also be partly explained by these deficiencies. It should also be noted that unrestricted as well as restricted funding during 2005 and 2006 declined, putting increasing pressure on staff to pursue projects even if they were not in line with subtheme priorities.

These problems affected subthemes and programs differently. Subthemes, where senior research staff provided continued and consistent guidance, the work program and performance were good; subthemes where staff, particularly senior staff, left or changed suffered to a larger extent. This discontinuity in research staff was all the more disruptive as the Division was still in its building phase.

The concerns expressed above relate particularly to developments in 2006. With a new Division leadership providing convincing guidance and with young, high quality and dynamic staff on board, although few in number, the prospects for the future look good. Nevertheless, the Review Team sees a high priority in recruiting additional high caliber senior researchers. The Team understands that a senior researcher position is being advertised in August 2007. Further efforts are needed to build up ISNAR research staff to attain the critical mass needed. For the meantime the Review Team recommends that IFPRI management consider sending more of its senior researchers to ISNAR.

### *Quality Control*

ISNAR's research output is subject to general IFPRI review procedures; its peer reviewed publications go through the regular external review processes. In addition, the Division's Medium Term Strategy document emphasizes

- impact assessments to determine resource allocation, reflective monitoring and evaluation systems to guide and inspire project implementation proactively,
- externally and internally commissioned program and management reviews, and
- regular impact assessment studies.

Other impact assessments are carried out within the framework of project activities. They are often of a qualitative nature. The L&CS program regularly evaluates its workshops and courses with workshop evaluation sheets. The evaluation results are recorded in the respective workshop/course reports; they range, with few exceptions, between excellent and very good.

### **4.3 Linkages with other IFPRI Divisions**

With the ISNAR merger two previously joint IFPRI-ISNAR programs, Biosafety and RENEWAL (on HIV/AIDS) were transferred from ISNAR to IFPRI divisions (to EPTD and FCND, respectively). In a reverse move two major former IFPRI activities were transferred to the new ISNAR Division, i.e. IFPRI's Agricultural Science Policy work and the L&CS were moved from its Communication Division and integrated into the ISNAR Division subthemes 10.2 (Agricultural Science and Technology Policy) and 15.2 (L&CS). These cross-transfers were essential steps in increasing the efficient use of resources (avoiding duplication), in transferring IFPRI's research "culture" into ISNAR Division work, and in enabling IFPRI divisions to make use of ISNAR's connections to and experience with NARS, its competences in training and module preparation and in bringing into IFPRI new methods in analyzing complex innovation systems. ISNAR-IFPRI interdivisional interactions have greatly improved and, as of July 2007, more than 20 projects are listed as involving both the ISNAR and other IFPRI divisions. And more projects with interactive ISNAR components are in the pipeline. Projects and staff involved in these cooperations may be seen from Annex 9.

A particularly close cooperation is developing in IFPRI's Africa program. The Africa Coordinator is to bring together IFPRI's entire expertise on Africa and make it available in a coherent and systematic way to the policy decision process in Africa. ISNAR Division with its extensive Africa experience and its networks in Africa plays an essential role in IFPRI's Africa Strategy Program.

In summary, interdivisional cooperation with the ISNAR Division has been reported to have improved a lot during the last six months. It is particularly appreciated by IFPRI staff in Washington who emphasized the high value of ISNAR's links and networks and specific competences in PPP-research, participatory and action research approaches, social network analysis and farmers' organizations analysis. On the other hand, ISNAR staff in Addis still see a challenge in overcoming a distinctly felt "we-they" attitude.

### **4.4 External Networking**

The ISNAR Division maintains a large network of collaborating institutions, researchers and users of ISNAR products. The ASTI initiative is leading ISNAR Division's international networking effort with about sixty cooperating institutions, of which 28 in Sub-Saharan Africa, 16 in Asia and 8 each in Latin America and 13 in North Africa and West and Central Asia. The number of collaborating institutions and researchers varies by subtheme and can only be estimated approximately; they number in total around 65. It is difficult to provide a quantitative assessment of the number of institutions and individuals using ISNAR products.

### **4.5 Africa vs Global Focus**

Over the last five years, IFPRI has developed a very active research, capacity strengthening, and outreach Program in Africa. It has established collaborative relationships with African regional organizations, notably the AU, NEPAD, and FARA and SRO's like ASARECA and CORAF, and Regional Economic Communities like COMESA. It has also initiated major research and capacity strengthening activities at the national level in Ghana, Ethiopia,

Nigeria, Senegal and Uganda, and has secured substantial funding from donors to implement the programs over the next three years.

ISNAR's activities in Africa are guided by the Institute's Africa Strategy formulated this year. The strategy outlines the conceptual framework for IFPRI's interventions in Africa. It spells out the Institute's strategic priorities in the region, and aligns them with the CGIAR priorities and IFPRI's themes and subthemes. The program is managed by the Africa coordinator reporting directly to the Director General. Within the over-all IFPRI's strategy, ISNAR is in the process of formulating its Africa Strategy. It has developed a concept paper on its activities in Africa in the context of CGIAR priorities, and within IFPRI's priorities.

The services of ISNAR are in high demand in Africa from regional organizations, sub-regional organizations, and NARS. ISNAR will be faced by a major challenge in responding to this demand. The demand from the African institutions is overwhelmingly for services. Indeed, all of the current ISNAR projects in the region are primarily service oriented and country specific. Additionally, the response the Team received from African collaborators gave a high preference for service oriented and country specific interventions.

ISNAR has responded by up-scaling some of its projects to sub-regional level, and by limiting its country-specific projects to countries emerging from conflict. The panel is persuaded that there is merit in ISNAR's interventions in post-conflict countries. The experience gained and the active research publications can be relevant for countries in similar situations both in Africa and elsewhere.

This should not, however, detract ISNAR from its overarching policy in moving up scale in the service- research continuum. The Division's strategy should be two-fold: First, to focus its interventions primarily to the regional and sub-regional organizations; and secondly, to focus on research, whose outputs may be used by national-level organizations and donors who have comparative advantage and resources to undertake activities at the national level.

#### **4.6 Impact of the Program Advisory Committee**

PAC was set by the CGIAR to provide programmatic and professional guidance to ISNAR Division's management and researchers. It held three meetings in Addis Ababa on July 2004, July 2005, and March 2006. The reviewers did not interview ISNAR Division's former Director to assess the impact of the PAC's guidance on the effectiveness of ISNAR's work. However, going through the minutes of the meetings of the PAC, it is evident that invaluable advice was given to the management and researchers.

Additionally, PAC members, in their individual capacities, offered to provide advice if requested. There is however, evidence that the ISNAR Division management did not fully take advantage of PAC expertise and advice. It is not clear to which extent the PAC was consulted in the process of preparing of the ISNAR Strategy. Many of the questions raised in the March 2006 meeting point to lack of consultations with the Committee. An important recommendation that IFPRI should develop a concept paper synthesizing lessons learned from the IFPRI/ISNAR merger does not seem to have been prepared. Such a paper could provide useful lessons to the CG system to guide similar initiatives in the future. The reviewers will present some lessons learned from the ISNAR merger in chapter 6 of this report.

## **5. Stakeholder Perception**

### **5.1 Donors**

To assess donors' perception of IFPRI, the panel reviewed the development of financial contributions to ISNAR and contacted representatives of the World Bank, US, IFAD, EIRAD, Germany, Norway and Switzerland; also contact persons of Canada, France, Italy and the UK communicated their comments to the Team.

ISNAR's unrestricted funding has come down since 2005 from US\$3.82 million to a projected most likely budget of US\$2.14 million in 2007. The expectation of donors was that the ISNAR Division would increasingly mobilize restricted funding, which did, however, not materialize. Some donors, e.g. Germany, have included their former ISNAR core allocation into the overall IFPRI core allocation; others are considering doing the same. The Review Team for the time being could see an advantage for the ISNAR Division in maintaining a special ISNAR earmarking in donors' core funding allocation to the CG Centers; in integrating it into the IFPRI allocation, ISNAR Division's "special treatment" might be lost. While this is difficult to justify in the longer term the Review Team believes that the institutional restructuring of ISNAR is a process that will require more than the three years originally foreseen. Moreover, the process got delayed by management and staff changes and most likely will require another 2 to 3 years. During this time, the Review Team recommends a continued special core funding for the ISNAR Division.

In contacting donors the Review Team found ISNAR little visible on the donors' screen. "There is little that came across my desk from ISNAR" or "I have little heard from ISNAR" are two formulations that express the perception of several donor representatives. The need to raise ISNAR Division's visibility with donors is an important message that came across repeatedly in our contacts with donors.

### **5.2 Users**

The Team interviewed 17 individuals by telephone and correspondence representing 10 organizations which have had intense collaboration with ISNAR. Two interviewees were government Ministers, two represented regional organizations, six were managers and senior researchers (representing three NARIs), four were managers and senior officials of sub-regional training institutes (representing two institutes), and one represented an NGO which has had intense collaboration with ISNAR.

With two exceptions, the views of the interviewees were overwhelmingly positive concerning the quality and relevance of ISNAR's interventions. Two of the NARIs whose countries have emerged from conflict found ISNAR's services in form of advice and publications very useful. The third NARI, which is well established, found ISNAR's interventions useful, but ad-hoc. Similarly, the sub-regional training institutes found ISNAR's interventions useful in assisting them to get established, by provision of training modules, publications, and offering of occasional courses, especially on monitoring and evaluation methods.

The regional organizations found the technical support and advice of ISNAR in formulation of Africa's agricultural development strategy particularly useful and expressed the wish that this support be continued and intensified. The extent of ISNAR's collaboration with the other regional organizations was more modest, but nevertheless useful. With the anticipated rationalization and intensification of the agricultural research program in Africa, a greater role for ISNAR was foreseen. The government Ministers expressed satisfaction with the usefulness and quality of ISNAR's input in their development efforts. A view was expressed that though policy advice is useful, the more critical problem is one of translating policy to

action – implementation. Another view expressed was that ISNAR reports were rather general and are not easily translatable to specific problems of a country.

On service-research trade-off, all interviewees were in agreement that ISNAR research should move up the service – research continuum. Strong views were, however, expressed by some interviewees that while this should be the case, ISNAR should continue to give service at the national level, especially in those countries emerging from conflict.

Of the dissenting views, one interviewee was of the opinion that the merger process of ISNAR to IFPRI was unsatisfactory, and that the performance of ISNAR in the last two years has been sub-optimal. The location of ISNAR in Addis Ababa was also seen by the interviewees as limiting to the Division’s performance. The second interviewee expressed concern about low visibility of ISNAR in francophone Africa.

### **5.3 CGIAR**

The panel conducted an interview with the senior management of ILRI which is also the host center for ISNAR. The hosting arrangements are considered satisfactory by both ILRI and ISNAR. There is also scope for programmatic collaboration between ISNAR and ILRI on capacity strengthening in general, and in application of an innovative systems approach to research and capacity strengthening in particular. The other CG Center interviewed was CYMMT, but the extent of collaboration between the two institutions is slight.

### **5.4 Assessment**

Overall, the majority of interviewees was satisfied by the performance of ISNAR and foresaw an important role for the Division in addressing research and capacity strengthening efforts in the future, especially in Africa. With regard to the views of the merger process, this concern was also expressed during the second meeting of PAC, but the panel did not have time to review the process in detail.

## **6. Conclusions**

6.1 The **ISNAR merger** into IFPRI was carried out successfully in a short time with an enormous effort and engagement, particularly by IFPRI-ISNAR management and ISNAR Division staff; the ISNAR Division has developed a new concept and strategy that reflects the CG system-wide priorities and IFPRI’s core mission, addresses key issues in policy and institutional arenas in food and agricultural innovation systems, integrates key stakeholder and end user priorities and concentrates on divisional comparative advantages. However, the challenge remains to translate concept and strategy into a work program with individual projects and activities that are consistent with its concept. With new management and high quality, dynamic young staff on board, with increasing integration into IFPRI programs and acceptance of IFPRI’s research culture, with promising perspectives and rising needs for its research and CS work, particularly in Africa, the Review Team believes that the ISNAR Division is on a promising road to fulfill its mandate. The Review Team also sees the ISNAR Division’s mandate as of CG-wide relevance, rising importance and highly demanded by users, particularly in Africa.

6.2 Of the **individual subthemes**, clearly the ASTI work under **subtheme 10.2 (Science Policy)** is well established and its value and importance is highly recognized. Still, available funding has declined. A wider use of ASTI data in research and policy advice would help to underline the priority of these activities, draw attention to its relevance and

mobilize increasing donor support. Also, the other programs of this subtheme produced very respectable output in a difficult environment of senior staff departures and a change in the Division's management.

6.3 The flagship activities of **subtheme 13.1 (Innovation Systems)** are the work on public-private partnerships (PPP) in the CGIAR. While the PPP work was based on long term research projects and is well rooted in research, some of the other activities were of a duration of 2 to 6 months only. These short running projects emphasize more a capacity strengthening service, where their contribution has been significant and where the lessons learned from capacity strengthening could also be applicable to similar institutional setups. The Review Team recommends a continued emphasis on research in these activities.

6.4 Activities under the **O&M subtheme 15.1** focus on capacity strengthening with a national service orientation, although the Southern and Eastern African project is reaching out beyond national borders. It is advisable to accompany the service activities with proper data recording and information monitoring which can serve as the base material for research that creates the knowledge applicable to and by other countries and institutions. The work of this subtheme has led to more service output and less to peer-reviewed publications. The Review Team recommends a shift in the balance between service and research towards giving higher emphasis to research.

6.5 The **L&CS activities (subtheme 15.2)** are well focused on strengthening national agricultural research systems (NARSs) and the capacity of researchers, policymakers, trainers, practitioners, administrators, extension workers, students, community leaders, and others to address food policy issues through research, analysis, communications, policy formulation, institutional change, and organizational management, including strengthening effective developing-country networks. The program very successfully generates new knowledge in collaboration with partners, and strengthens the capacity of individuals and groups working within food and agricultural innovation systems at institutes, universities, and government agencies in order to promote sustainable options for reducing poverty and hunger. The L&CS program collaborates closely with ISNAR Division and other IFPRI divisions to help deliver capacity strengthening research and outreach activities, identify knowledge gaps, and design strategies to reduce capacity gaps. Of particular importance for promoting research in partner countries is the global public goods project. It is an initiative to organize IFPRI's socioeconomic data sets and has been extremely successful in sharing IFPRI data with a wide array of users. Since its inception in 2003, the project has met the requests of 4,161 users.

The research output of this subtheme is excellent. The senior researcher who transferred in 2005 from IFPRI's Communication Division into the ISNAR Division has been central in establishing and fostering IFPRI's research culture in ISNAR.

6.6 **Service versus Research (IPG).** The ISNAR Division has the clear mandate to contribute international public goods in a CGIAR context. While there is little difficulty in classifying many knowledge products of ISNAR Division as international public goods (IPGs) and therefore, justifying CGIAR expenditures on them, the legitimacy of spending CGIAR funds on service activities is often questioned on the grounds that these do not represent IPGs. Recent thinking on IPGs throws new light on the dimensions of this complex concept. While many activities of a service nature (such as capacity building) do not directly generate IPGs, they prepare the ground and indeed are critical enabling factors for making better use of IPGs, and thereby contribute in a complementary fashion to the



overall effectiveness of IPGs. ISNAR Division's strategy focuses on providing, through innovative research, public goods knowledge that facilitates poverty reducing agricultural development. It also develops and supports strong research and capacity strengthening links among their partners. While the strategy emphasizes the IPG character of ISNAR Division's work, the priorities in selecting and carrying out projects do not always follow the strategy. Individual activities particularly under subthemes 13.2 (Innovation Systems) and 15.1 (O&M) during the last two years were more of a service nature than research producing IPGs. The Review Team recommends a clearer focus in these activities on research and, for the ISNAR Division generally, a shift away from service to research in the service – research continuum. Also, shifting its cooperation from NARS to Sub-Regional and Regional Organizations is advisable. This does not imply terminating country focused or institution-bound work, but rather to design this type of work to generate information on which to base its research for producing IPGs and for strengthening capacities for effective utilization of IPGs generated by others, including CGIAR Centers.

6.7 The merger was carried out under **difficult circumstances**. A programmatic and organizational restructuring was combined with a change in location at the same time. It is not to be expected that such fundamental change will go on without disruption and difficulties. An organizational change of this magnitude requires time, patience and endurance; staff discontinuity is a normal concomitant of such a process. That particularly senior research staff departed and the Division Director changed midstream, made the process even more time consuming and difficult. To fully complete the merger process most likely another two to three years will be necessary; during this time ISNAR Division may need a higher than normal share of unrestricted funding.

6.8 ISNAR should see **capacity strengthening** as its primary goal. While the Division should shift increasingly towards research, the primary purpose of the research should be to strengthen individual, organizational, and institutional capacities. It was noted that while there are clear guidelines in formulating research proposals, the capacity strengthening components are not explicitly highlighted. The incentive systems both in the Division, and more so within IFPRI, are biased in favour of research. The Director General has established a Task Force to review Institute-wide capacity strengthening activities. The outcome of that exercise in terms of definition of capacity, how it is incorporating research design and outreach, intra-institute coordination on capacity strengthening activities, and incentive systems may address these concerns.

6.9 **Geographic Location** of ISNAR. ISNAR was relocated to Addis Ababa to bring it close to its operations in Africa which is its area of focus. Its interaction with the African Union, NEPAD, FARA, African SROs, and Regional Economic Communities are particularly important. This objective has been achieved. The Reviewers' contacts with AU and FARA secretariats confirmed that ISNAR's advice and support are highly valued by these organizations; and so is the Division's support to IFPRI's Ethiopian Strategy Support Program (ESSP). The downside to this is the concern that other regions may receive relative neglect from ISNAR, a concern expressed by a stakeholder from Latin America and a representative from francophone Africa. The CGIAR, in its AGM of 2005, also mandated that the ISNAR program should continue to reach beyond Africa.

6.10 Other issues include sub-optimal **ICT facilities** and bureaucratic delays in dealing with host authorities. The latter is, however, not a major issue, because it is handled by ILRI whose relations with the Ethiopian Government are excellent. A major concern is one of attracting Internationally Recruited Staff in Addis Ababa. IFPRI management has

addressed the challenge by outposting some of the researchers in Washington. This however is not a policy issue since the decision to locate ISNAR in Addis Ababa has already been made, and there are overwhelming reasons in support of the decision. IFPRI management should deal with the issue on a case by case basis. ISNAR's products and services are in high and rising demand in Africa. The demand is primarily for services. In responding to the demand, ISNAR should not lose its focus on SRO and upscaling its activities towards research.

6.11 **GO-FAU.** GO-FAU holds a lot of promise as a mechanism for capacity strengthening of African and Asian universities, and for dissemination of CGIAR's research outputs into teaching and universities, and beyond. It is a complex program involving CGIAR Centers, 20 African and Asian universities, and other strategic partners. *The Review Team notes the great potential and complexity of the program, and also notes that the International Program Advisory Committee (PAC) of GO-FAU handles the monitoring and review of the activity.*

6.12 **Name of ISNAR Division.** There have been suggestions to adapt the name of the ISNAR Division to better convey its program and research activities, in line with the names of the other IFPRI divisions. Also, the name seems to be at odds with a move upwards on the service – research continuum, as recommended by the Review Team. On the other hand, some donors maintain a separate budget line for ISNAR and a change of name may have adverse budgetary consequences. The Review Team was not in a position to pursue the issue in detail. Also, it is not a matter that needs to be addressed urgently. The Review Team recommends that IFPRI consider getting professional advice on brand naming the ISNAR Division.

6.13 The outstanding performance of ISNAR Division's L&CS program provides **lessons learned** of a generic nature that might be of relevance in future research merger processes. These include: (i) transfer of recognized senior staff from the mother to the merged institution helps to establish the mother institution's research culture; it also fosters the merged institution's self-confidence and reputation within the mother institution; (ii) to overcome the „we“ - „they“ attitude and vocabulary requires continuous attention by management and senior staff on both sides of the merger; (iii) the proper staffing with senior researchers is important to avoid undue pressure on young researchers (post-docs) to mobilize funding – a function in which they are not yet experienced.

## Annex 1: ISNAR-CCER 2007, Terms of Reference

### STATEMENT OF WORK Center Commissioned External Review for ISNAR

#### BACKGROUND

The new ISNAR program, which began operations on April 1, 2004, focuses on improving agricultural innovation systems and strengthening capacity in national agricultural research and knowledge systems. IFPRI assumed responsibility for this program based on the work of the former International Service for National Agricultural Research (ISNAR). Key elements of this program now reside in the ISNAR Division, based in Addis Ababa. The ISNAR Division continues the efforts of its predecessor, responding to the needs and demands of stakeholders, partners, and collaborators throughout the developing world. In doing so, the division embraces a broad perspective on agricultural research and innovation systems by emphasizing the roles of and relationships among diverse actors engaged in generating and using new knowledge. With this broad understanding, the division seeks to foster policy, institutional, and organizational change in order to enhance the impact of innovations on food security, poverty reduction, economic growth, and sustainable development. The division maintains a global focus in line with IFPRI's mission to end hunger and malnutrition, and places particular emphasis on Sub-Saharan Africa, where the need for innovation is most acute.

The new division's research activities concentrate on three programs:

- (1) **Agricultural science and technology policy theme** focuses on investments in and national policies regarding agricultural R&D and examines the factors that inhibit or enhance the performance of agricultural science and technology. Specific attention is given to the study of changes and trends in science and technology policy to help policymakers, researchers, and other R&D actors make meaningful comparisons among different countries, different types of actors, and different points in time.
- (2) **Institutional change and innovation systems** works to broaden the knowledge base on new approaches to innovation in agricultural science and technology. Specific emphasis is placed on how innovation processes are affected by the wider social and economic contexts of a society; how different innovative actors can be brought into partnerships, networks, and other forms of interaction; and how innovative institutional approaches can help reduce poverty and add value to food and nonfood agricultural commodities.
- (3) **Organization and management of agricultural research** complements IFPRI's policy emphasis and seeks to enhance the quality and effectiveness of organizations and individuals engaged in research and innovation processes. The research aims at providing both appropriate and cutting-edge tools to managers and decisionmakers engaged in various levels of the innovation process in order to improve strategic planning, priority setting, management, financing, and project execution.

The ISNAR Division also encompasses IFPRI's **learning and capacity-strengthening program** that complements each of the aforementioned research themes and the other policy research of IFPRI. The program brings together IFPRI researchers and collaborators to carry out learning events and distance-education programs, to design and produce publicly accessible learning modules, and to develop informational networks that support higher-education institutions and other institutions engaged in agricultural innovation and food and agriculture policy

The External Program and Management Review of IFPRI, which was completed with presentations and commentaries at the CGIAR Annual General Meeting (AGM), December 2005, recommended that a Centre Commissioned External Review (CCER) of the ISNAR Division should be done within two years to review its strategy and progress in implementing it.

## **Objectives and Scope**

The Panel will review ISNAR's research and capacity-strengthening activities to:

- a. Assess the relevance and quality of the activities and the supporting evidence for that assessment;
- b. Evaluate the planning and priority setting processes of the programs;
- c. Assess whether the activities in the Programs were shaped and guided by clear objectives;
- d. Assess whether the rationale and lines of logic for arriving at the research agenda are transparent, systematic and rigorous;
- e. Assess the transparency of the criteria used for making strategic choices and identifying best bet opportunities and their consistency with those employed by the CGIAR in developing its own priorities and strategies, i.e. the contribution to CGIAR goals, the production of international public goods, probabilities of success and cost effectiveness, and alternative sources of supply and comparative advantages;
- f. Assess the outcomes and impacts, cost-effectiveness and relevance to IFPRI goals; and
- g. Assess the nature and effectiveness of the Division's partnerships through review of joint products.

## **Management of ISNAR Division**

The panel will assess the management of the division. This will include reviewing the quality of the inputs including staff and infrastructures, processes that were put in place to assure quality, as well as the location of the program in Addis Ababa with components in other locations.

## **Forward Looking**

Given that this is a young program, the Panel is asked to give a strategic evaluation that is forward looking. Recommendations are solicited from the panel that will make ISNAR's activities more effective in the future.

## **Documents for Review**

To undertake this review the Panel will assess IFPRI's strategy document, existing reviews, Medium-Term Plan, Internal Program Review (IPR) documents, and the full spectrum of ISNAR publication products. The Panel will have access to all relevant documents on management, proposals, and outputs of the ISNAR division.

## Annex 2: Itinerary

### a) Washington, D.C.

Monday, July 9, am	Meeting with Teunis Van Rheenen (Secretary, Center Commissioned External Review) Joachim von Braun (Director General) and division directors Suresh Babu David Governey (Director—Finance and Administration)
Monday, July 9, pm	Meeting with Marie Ruel (Division Director—Food Consumption and Nutrition Division) Klaus von Grebmer (Division Director—Communications Division) John Pender (Senior Research Fellow—Environment and Production Technology Division)
Tuesday, July 10, am	Conference call with ISNAR Program Advisory Committee Conference call with Mark Rosegrant (Division Director—Environment and Production Technology Division)
Tuesday, July 10, pm	Conference call with Maximo Torero (Division Director—Markets, Trade, and Institutions Division) Meeting with Shenggen Fan (Division Director—Development Strategy and Governance Division) Meeting with Ousmane Badiane (Africa Coordinator, Director General’s Office)
Wednesday, July 11, am	Meeting with Regina Birner (Senior Research Fellow—Development Strategy and Governance Division) Meeting with Collaborators: Eija Pehu (World Bank) Dana G. Dalrymple or Rob Bertram (USAID)
Wednesday July 11, pm	Conference call with Ruth Meinzen-Dick (Senior Research Fellow—Environment and Production Technology Division) Wrap-up and lunch meeting with Joachim von Braun

### b) Addis Ababa

Monday, July 23, am	Meeting with Kwadwo Asenso-Okyere (Division Director—ISNAR Division) and Teunis van Rheenen (Secretary, Center Commissioned External Review) ISNAR Division Presentations: Kwadwo Asenso-Okyere, Director David Spielman, Research Fellow Cosmas Ochieng, Research Fellow
Monday, July 23, pm	Innovation Systems and Institutional Change Program — Frank Hartwich, Research Fellow Kristin Davis, Research Fellow  Learning and Capacity Strengthening Program — Suresh Babu, Senior Research Fellow  Meeting with Kumar Tumuluru (Head of Finance and Administration, Finance and Administration Division)
Tuesday, July 24, pm	Visit to the International Livestock Research Institute (ILRI) Information Center Visit to ISNAR Learning Resource Center

	<p>Conference call: Dr. Calisto Bias (Director General, Agricultural Research Institute of Mozambique)</p> <p>Conference call: Professor Edward Rhodes (Director General, National Agricultural Research Coordinating Council, Sierra Leone)</p>
Wednesday, July 25, am	Group Meeting with ISNAR Senior Staff and Support Staff
Wednesday, July 25, pm	<p>Meeting with Eleni Gabre-Madhin (Senior Research Fellow—Development Strategy and Governance Division and Leader of the Ethiopia Strategy Support Program)</p> <p>Meeting with Tanguy Bernard (Postdoctoral Fellow—Markets, Trade, and Institutions Division)</p> <p>Meeting with collaborator and former ISNAR Division senior staff: Ponniah Anandajayasekeram (Manager, Capacity Strengthening, International Livestock Research Institute)</p> <p>Interview with host institution [International Livestock Research Institute]: Bruce Scott (Director, Partnerships and Communications), Aguibou Tall (Head of Administration)</p>
Thursday, July 26, am	<p>Meeting with Haramaya University collaborators:</p> <p>Professor Belay Kassa (President)</p> <p>Dr. Tesfaye Beshah (Senior Lecturer)</p> <p>Mr. Shimelis WoldeHawariat (Director, Center for Agricultural Research Management and Policy Learning for Eastern Africa)</p>
Thursday, July 26, pm	Meeting with Kwadwo Asenso-Okyere (Division Director, ISNAR Division)
Friday, July 27, am	<p>Meeting with Dr. Babagana Ahmed (Director, African Union, Agriculture and Rural Development Commission)</p> <p>Meeting with H.E. Dr. Abera Deressa (State Minister, Ministry of Rural Development and Agriculture)</p> <p>Meeting with the Ethiopian Institute for Agricultural Research collaborators:</p> <p>Dr. Solomon Assefa (Acting Director General)</p> <p>Dr. Dawit Alemu (Head, Social Economics)</p> <p>Dr. Teklu Tesfay (Head, Research-Extension-Farmer Coordination)</p>
Friday, July 27, pm	<p>Conference calls (to be confirmed)</p> <p>Wrap-up Meeting with Kwadwo Asenso-Okyere and Teunis Van Rheenen</p>

**Annex 3: Professional Staff Profile 2004-2007**

	2004	2005	2006	2007	Vacant
<b>Director</b>	Wilberforce Kisamba-Mugerwa, Uganda**	Wilberforce Kisamba-Mugerwa, Uganda	Wilberforce Kisamba-Mugerwa, Uganda*	Kwadwo Asenso-Okyere, Ghana**	
<b>Senior Research Fellows</b>	Ponniah Anandajayaskeram, Australia** (15.1, 15.2) Zenete França, Brazil** (15.2) Adiel Mbabu, Kenya** (15.1)	Ponniah Anandajayaskeram, Australia (13.1, 15.1, 15.2) Suresh Babu, India (15.2) Javier Ekboir, Argentina** (13.1) Zenete Franca, Brazil (15.1, 15.2) Adiel Mbabu, Kenya (15.1) Steven Were Omamo, Kenya (joint DSGD) (10.2)	Suresh Babu, U.S.A. in 2006 (15.2) Steven Were Omamo, Kenya* (joint DSGD) (10.2, 13.1) Ponniah Anandajayasekeram, Australia* (15.2) Zenete Peixoto Franca, Brazil* (15.2) Adiel Mbabu, Kenya* (15.1) Javier Ekboir, Argentina (13.1)	Suresh Babu, U.S.A. (15.2) Javier Ekboir, Argentina* (13.1)	
<b>Research Fellows</b>	Jose de Souza Silva, Brazil** (13.1) Frank Hartwich, Germany** (13.1) Jaime Tola, Ecuador** (13.1)	Imad Eujayl, Sudan** (15.2) Frank Hartwich, Germany (13.1) Jose de Souza Silva, Brazil (13.1) Jaime Tola, Ecuador* (13.1)	Imad Eujayl, Sudan* (15.2) David J. Spielman, U.S.A. (10.2, 13.1) Frank Hartwich, Germany (13.1) Jose de Souza Silva, Brazil* (13.1)	David J. Spielman, U.S.A. (10.2) Cosmas Ochieng, Kenya (15.1) Frank Hartwich, Germany (13.1) Kristin Davis, U.S.A (13.1)	Addis - Research Fellow (RF)/ Senior Research Fellow (SRF) (15.1)
<b>Head, Agricultural Science and Technology Indicators (ASTI) Initiative</b>	Nienke Beintema, Netherlands (Moved from DSGD) (10.2)	Nienke Beintema, Netherlands (13.1)	Nienke Beintema, Netherlands (10.2)	Nienke Beintema, Netherlands (10.2)	

<b>Postdoctoral Fellows</b>	Kristin Davis, U.S.A.** (13.1) David Spielman, U.S.A.** (13.1)	Kristin Davis, U.S.A. (13.1) Anwar Naseem, Pakistan** (10.2) Cosmas Ochieng, Kenya** (15.1) David Spielman, U.S.A. (13.1)	Kristin Davis, U.S.A. (13.1, 15.1) Cosmas Ochieng, Kenya (15.1)		
<b>Senior Communications Specialist</b>		Michele Pietrowski, U.S.A. (joint CD)  (Communications)			
<b>Research Analyst</b>		Valerie Rhoe, U.S.A. (15.2)	Valerie Rhoe, U.S.A. (15.2) Prabuddha Sanyal, India (15.2)	Valerie Rhoe, U.S.A.* (15.2) Prabuddha Sanyal, India (15.2) Mario Monge, Costa Rica (13.1)	
<b>Program Analyst</b>		Debdatta Sengupta, India (15.2)	Debdatta Sengupta, India* (15.2)		
<b>Senior Research Assistants</b>		Ayça Ergeneman, Turkey (15.2)  Kadidia Konare, Mali (15.2)  Prabuddha Sanyal, India (15.2)	Ayça Ergeneman, Turkey* (15.2)  Kadidia Konare, Mali* (15.2)  Indira Yerramareddy, India* (15.2)		DC - Senior Research Assistant (SRA) new hire Rose Hopkins to start 04 Sept 2007 (15.2)
<b>Senior Training Officer</b>		Elias Zerfu, Ethiopia (15.2)	Elias Zerfu, Ethiopia (15.2)	Elias Zerfu, Ethiopia (15.2)	
<b>Research/Training Assistants/Officer</b>	Angellie James, Costa Rica (13.1) Abenet Legesse,	Liliane Ndong, Senegal* (10.2) Indira Yerramareddy, India (joint	Abenete Legesse, Ethiopia* (15.2) Wondimsyamregne Mekasha,	Wondimsyamregne Mekasha, Ethiopia (10.2) Martha Negash, Ethiopia	



	Ethiopia** (15.2) Liliane Ndong, Senegal** (10.2)	CD) (15.2) Wondimsyameregne Mekasha, Ethiopia (10.2) Martha Negash, Ethiopia (13.1)  Sindu Workneh, Ethiopia (15.1, 15.2) Hanna Wossenyeleh, Ethiopia (15.1) Abenet Legesse, Ethiopia (15.2) Mario Monge, Costa Rica** (13.1)	Ethiopia (10.2) Martha Negash, Ethiopia (13.1)  Jifar Tarekegn, Ethiopia** (10.2)  Sindu Workneh, Ethiopia (15.1)  Hanna Wossenyeleh, Ethiopia (15.1) Mario Monge, Costa Rica (13.1)	(13.1) Sindu Workneh, Ethiopia (15.1) Hanna Wossenyeleh, Ethiopia* (15.1)	
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\* departed

\*\* joined

#### Annex 4: ISNAR Collaboration 2005

COLLABORATING INSTITUTIONS	Theme	Intensity (slight, moderate, intense)
<b><u>AFRICA</u></b>		
<b>Ethiopia</b>		
Alemaya University of Agriculture	15.2	Moderate
<b>South Africa</b>		
University of Natal	15.2	Intense
<b><u>ASIA/PACIFIC</u></b>		
<b>Bangladesh</b>		
Bangladesh Agricultural Research Council	10.2	Intense (joint ASTI country brief)
<b>Bhutan</b>		
Research and Extension Division, Department of Agriculture	10.2	Slight (survey could not completed)
<b>Cambodia</b>		
Cambodian Agricultural Research and Development Institute	10.2	Slight (survey could not completed)
<b>India</b>		
Centre for Economic and Social Studies	15.2	Moderate
Indian Council of Agricultural Research	10.2	Intense (joint ASTI country brief)
	10.2	Slight
Indira Gandhi National Open University	15.2	Slight
National Centre for Agricultural Economics and Policy Research	10.2	Intense (joint ASTI country brief)
Tamil Nadu Agricultural University	15.2	Moderate
Yashwantrao Chavan Maharashtra Open University	15.2	Moderate
<b>Indonesia</b>		
Indonesian Agency for Agricultural Research and Development	10.2	Intense (joint ASTI country brief)
<b>Laos</b>		
National Agriculture and Forestry Research Institute	10.2	Intense (joint ASTI country brief)
<b>Malaysia</b>		
Malaysian Agricultural Research and Development Institute	10.2	Intense (joint ASTI country brief)
<b>Myanmar</b>		
Department of Agricultural Research	10.2	Intense (joint ASTI country brief)
<b>Nepal</b>		
Nepal Agricultural Research Council	10.2	Intense (joint ASTI country brief)
<b>Pakistan</b>		
Pakistan Agricultural Research Council	10.2	Intense (joint ASTI country brief)
	10.2	Intense
<b>Papua New Guinea</b>		

National Agricultural Research Institute	10.2	Intense (joint ASTI country brief)
<b>Philippines</b>		
Philippine Council for Agriculture, Forestry and Natural Resources Research and Development	10.2	Intense (joint ASTI country brief)
Xavier University	15.2	Slight
<b>Samoa</b>		
Institute of Research, Extension and Training in Agriculture	10.2	Slight (survey could not be completed)
<b>Sri Lanka</b>		
Council for Agricultural Research Policy	10.2	Intense (joint ASTI country brief)
<b>Vietnam</b>		
Department of Science, Technology and Product Quality, Ministry of Agriculture and Rural Development	10.2	Intense (joint ASTI country brief)
<b><u>LATIN AMERICA/CARIBBEAN</u></b>		
<b>Bolivia</b>		
Fundación Casa de Agricultura	13.1	intense
Fundación para el Desarrollo Tecnológico Agropecuario y Forestal del Trópico Húmedo	13.1	intense
Fundación para el Desarrollo Tecnológico Agropecuario de los Valles	13.1	moderate
Ministerio del Desarrollo Rural, Agropecuario y Medio Ambiente (MDRAMA) Fundación PROINPA	13.1	slight
<b>Brasil</b>		
Empresa Brasileira de Pesquisa Agropecuaria (EMBRAPA)	13.1	Moderate
Universidade Federal de Paraíba	13.1	Slight
<b>Costa Rica</b>		
Centro Internacional de Política Económica para el Desarrollo Sostenible (CINPE) de la Universidad Nacional (UNA)	13.1	slight
Caja Costarricense del Seguro Social (CCSS) – Unidad de Trabajo Social	13.1	moderate
International Centre for Development-oriented Research in Agriculture	13.1	moderate
Instituto Nacional de Tecnología Agropecuaria (INTA)	13.1	moderate
Universidad de Costa Rica		
Faculty of Agricultura	13.1	moderate
Vicerectoría de Acción Social	13.1	moderate
Escuela de Trabajo Social	13.1	moderate
Universidad Estatal a Distancia (UNED)		
Cátedra Pablo Freire	13.1	moderate
<b>Cuba</b>		
Ministry of Agriculture		
• National System for Science and Agrarian Technological Innovation	13.1	moderate

Ministry of Science, Technology and Environment		
• Agency for Management of Knowledge and Technology	13.1	moderate
Ministry of Superior Education		
• Centro Coordinador de Estudios de Dirección	13.1	moderate
<b>Ecuador</b>		
CARE Internacional/Ecuador	13.1	moderate
Fundación Latinoamericana de Desarrollo	13.1	moderate
Pontificia Universidad Católica de Ecuador	13.1	moderate
Universidad Andina	13.1	moderate
Universidad Central de Ecuador	13.1	moderate
Universidad Intercultural Amawtay Wasi	13.1	moderate
<b>Mexico</b>		
Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias (INIFAP)	13.1	moderate
Universidad Autónoma Metropolitana, Xochimilco	13.1	moderate
Universidad de Chapingo	13.1	moderate
Coordinadora de Fundaciones Produce (COFUPRO)	13.1	strong
<b>Nicaragua</b>		
Fundación para el Desarrollo Tecnológico Agropecuario y Forestal de Nicaragua (FUNICA)	13.1	moderate
Fundación PROVIA	13.1	intense
Comisión Presidencial de Competitividad (CPC)	13.1	intense
<b>Panamá</b>		
Instituto de Desarrollo e Investigación Agropecuarios (IDIAP)	13.1	strong
Secretaría de Ciencia y Tecnología	13.1	moderate
<b>Perú</b>		
Innovación y Competitividad para el Agro Peruano (INCAGRO)	13.1	slight
<b>Venezuela</b>		
Instituto Nacional de Investigación Agropecuaria (INIA)	13.1	moderate
<b><u>NORTH AFRICA/MIDDLE EAST</u></b>		
<b>Egypt</b>		
Agricultural Research Center	10.2	Slight (survey could not completed)
Center for Agricultural Economic Studies, Cairo University	10.2	Slight (survey could not completed)
<b>Iran</b>		
Agricultural Research Education and Extension Organization	10.2	Intense (joint ASTI country brief)
<b>Jordan</b>		
National Center for Agricultural Research and Technology Transfer	10.2	Intense (joint ASTI country brief)
<b>Morocco</b>		
Institut National de la Recherche Agronomique	10.2	Intense (joint ASTI country brief)

<b>Syria</b>		
General Establishment for Agricultural Scientific Research, Ministry of Agriculture and Agrarian Reform	10.2	Intense (joint ASTI country brief)
<b>Tunisia</b>		
Institution de la Recherche et de l'Enseignement Supérieur Agricoles de Tunisie	10.2	Intense (joint ASTI country brief)
<b><u>EUROPE</u></b>		
<b>United Kingdom</b>		
Imperial College	15.2	Intense
<b><u>NORTH AMERICA</u></b>		
<b>United States</b>		
University of North Carolina	10.2	Slight
<b><u>INTERNATIONAL AND REGIONAL ORGANIZATIONS</u></b>		
GRP 31: Asia-Pacific Association of Agricultural Research Institutions	10.2	Intense (MOU, dissemination, joint-report)
Global Development Learning Network	15.2	Slight
Millennium Ecosystem Assessment	15.2	Moderate
World Bank	10.2	Intense

## Annex 5: ISNAR Collaboration 2006

COLLABORATING INSTITUTIONS	Theme	Intensity (slight, moderate, intense)
<b>Africa</b>		
<b>Cameroon</b>		
University of Cameroon	15.2	Slight
<b>Egypt</b>		
Ain Shams University	15.2	Slight
<b>Ethiopia</b>		
Ethiopian Development Research Institute	13.1	Intense
Ethiopian Institute of Agricultural Research	13.1	Intense
Haramaya (formerly Alemaya) University	15.2	Moderate
<b>Ghana</b>		
Ministry of Food and Agriculture	15.2	Slight
<b>Kenya</b>		
African Agricultural Economics Education Network	15.2	Intense
African Virtual University	15.2	Slight
Egerton University	15.2	Intense
University of Nairobi	15.2	Intense
<b>Mozambique</b>		
Instituto de Investigaçao Agraria de Moçambique	13.1	Slight
Eduardo Mondlane University	15.2	Intense
<b>Nigeria</b>		
University of Ibadan	15.2	Slight
National Open University of Nigeria	15.2	Slight
<b>South Africa</b>		
Stellenbosch University	15.2	Slight
University of South Africa	15.2	Moderate
University of Kwazulu-Natal	15.2	Intense
<b>Uganda</b>		
Makerere University	15.2	Moderate
National Agricultural Research Organization	13.1	Slight
<b>Zimbabwe</b>		
African Capacity Building Foundation	15.2	Moderate
<b>Asia/Pacific</b>		
<b>Bangladesh</b>		
Bangladesh Agricultural Research Council	10.2	Intense
Bangabandhu Sheikh Mujibur Rahman Agricultural University	15.2	Slight
<b>India</b>		
Acharya N.G. Ranga Agricultural University, S. V. Agricultural College	15.2	Moderate
Centre for Economic and Social Studies	15.2	Moderate
Indian Council for Agricultural Research	10.2	Intense
	15.2	Slight
Indira Gandhi National Open University	15.2	Intense
Indian Institute of Management Ahmedabad	15.2	Slight
Kerala Agricultural University	15.2	Slight

National Centre for Agricultural Economics and Policy Research	10.2	Intense
Tamil Nadu Agricultural University	15.2	Moderate
Yashwantrao Chavan Maharashtra Open University	15.2	Moderate
<b>Indonesia</b>		
Indonesian Agency for Agricultural Research and Development	10.2	Intense
<b>Laos</b>		
National Agriculture and Forestry Research Institute	10.2	Intense
<b>Nepal</b>		
Nepal Agricultural Research Council	10.2	Intense
<b>Pakistan</b>		
Pakistan Agricultural Research Council	10.2	Intense
<b>Philippines</b>		
Philippine Council for Agriculture, Forestry and Natural Resources Research and Development	10.2	Intense
University of Philippines Open University	15.2	Slight
<b>Vietnam</b>		
Ministry of Agriculture and Rural Development, Department of Science, Technology and Product Quality	10.2	Intense
<b>Sri Lanka</b>		
Open University of Sri Lanka	15.2	Slight
University of Peradeniya	15.2	Slight
<b>Thailand</b>		
Sukhothai Thammathirat Open University	15.2	Slight
<b>Latin America</b>		
<b>Bolivia</b>		
Ministry of Development Planning, Vice Ministry of Science and Technology	13.1	Strong
Department for International Development	13.1	Strong
German Agency for Technical Cooperation	13.1	Moderate
Ministry of Rural and Agricultural Development and Environment	13.1	Slight
Fundación Promoción e Investigación de Productos Andinos	13.1	Slight
Fundación para el Desarrollo Tecnológico del Trópico Húmedo	13.1	Moderate
Fundación para el Desarrollo Tecnológico Agropecuario de los Valles	13.1	Slight
Fundación para el Desarrollo Tecnológico Altiplano	13.1	Slight
Fundación Casa de Agricultura	13.1	Strong
<b>Costa Rica</b>		
Inter-American Institute for Cooperation in Agriculture – Costa Rica Office	13.1	Moderated
Universidad de Costa Rica, School of Economics, Faculty of Agriculture	13.1	Slight
Universidad Nacional, Centro Internacional de Política Económica para el Desarrollo Sostenible	13.1	Slight
<b>Mexico</b>		

Coordinadora Nacional de Fundaciones Produce (COFUPRO)	13.1	Strong
Fundación Produce Michoacán	13.1	Strong
Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias (INIFAP)	13.1	Moderate
Universidad Autónoma Metropolitana, Campus Xochimilco	13.1	Moderate
Universidad de Chapingo	13.1	Moderate
<b>Nicaragua</b>		
Fundación para el Desarrollo Tecnológico Agropecuario y Forestal de Nicaragua (FUNICA)	13.1	Moderate
Instituto Nicaragüense de Tecnología Agropecuaria (INTA)	13.1	Moderate
Fundación PROVIA	13.1	Strong
Presidential Commission for Competitiveness (CPC)	13.1	Strong
United Nations Industrial Development Organization (UNIDO)– Nicaragua Office	13.1	Moderate
ILRI	13.1	Slight
<b>North Africa/Middle East</b>		
<b>Egypt</b>		
Agricultural Research Center	10.2	Slight
Ain Shams University, Faculty of Agriculture	15.2	Slight
Cairo University, Faculty of Agriculture, Center for Agricultural Economic Studies	10.2	Slight
<b>Iran</b>		
Agricultural Research, Education, and Extension Organization	10.2	Intense
<b>Jordan</b>		
National Center for Agricultural Research and Technology Transfer	10.2	Intense
<b>Syria</b>		
Ministry of Agriculture, General Establishment for Agricultural Scientific Research	10.2	Intense
<b>Europe</b>		
<b>The Netherlands</b>		
Wageningen University	10.2	Moderate
<b>United Kingdom</b>		
University of London	15.2	Intense
<b>North America</b>		
<b>United States</b>		
Purdue University	10.2	Moderate
Purdue University	10.2	Slight
Rutgers University	15.5	Moderate
University of Maryland	10.2	Slight
Virginia Technical University	10.2	Slight
University of Florida	15.2	Slight
Cornell University	15.2	Intense
<b>International and Regional Organizations</b>		



International Crops Research Institute for the Semi-Arid Tropics	13.1	Moderate
International Livestock Research Institute	13.1	Moderate
International Maize and Wheat Improvement Center	13.1	Moderate
World Bank	13.1	Moderate

## Annex 6: New ISNAR Collaboration 2007

COLLABORATING INSTITUTIONS	Theme	Intensity (slight, moderate, intense)
<b><u>Latin America</u></b>		
<b>Argentina</b>		
National Institute of Agricultural Technology (INTA)	10.2	Intense
<b>Brazil</b>		
Emprapa	10.2	Intense
<b>Chile</b>		
Instituto de Investigaciones Agropecuarias (INIA)	10.2	Intense
<b>Dominican Republic</b>		
Instituto Dominicano de Investigaciones Agropecuarias Y Forestales (IDIAF)	10.2	Intense
<b>Mexico</b>		
Instituto Nacional de Investigaciones Forestales, Agricolas y Pecuarias (INIFAP)	10.2	Intense
<b>Uruguay</b>		
Instituto Nacional de Investigacion Agropecuaria (INIA)	10.2	Intense

\*\*collaboration for 2006 and 2007 are similar with these additions\*\*

## **Annex 7: ISNAR Division Outputs 2005-2007**

### **I. CONFERENCES, WORKSHOPS, AND SEMINARS**

#### *Conference, workshop, and seminar presentations*

- Alemu, D., and D. J. Spielman. 2006. The Ethiopian seed system: Regulations, institutions and stakeholders. Paper presented at the Ethiopia Strategy Support Program (ESSP) Policy Conference, "Bridging, Balancing, and Scaling Up: Advancing the Rural Growth Agenda in Ethiopia," Addis Ababa, June 6–8.
- Amudavi, D., K. Davis, and M. Kroma. 2006. Understanding the effects of institutional partnerships on performance of rural groups in Kenya. Paper presented at the 22nd Annual Conference of the Association for International Agricultural and Extension Education (AIAEE), "International Teamwork in Agriculture and Extension Education," Clearwater Beach, Florida, May 14–19.
- Anandajayasekeram, P. 2006. Participated as an international reviewer at the workshop, Enhancing agricultural innovation: How to go beyond the strengthening of Research Systems. Presentation at the World Bank, Washington, D.C., June 12.
- Anandajayasekeram, P., R. Puskur, and S. Workneh. 2006. Application of innovation systems approach and principles in agricultural research and development. Paper presented at a skills building workshop organized by the International Livestock Research Institute (ILRI) Improving Productivity & Market Success (IPMS), Yirgalem, Ethiopia, May 29–31.
- Anandajayasekeram, P., R. Puskur, and S. Workneh. 2006. Participatory extension approach and community mobilization. Paper presented at the workshop, "Improving Agricultural Extension Service Delivery Approaches" organized by the Ministry of Agriculture and Rural Development, Addis Ababa, Ethiopia, June 22.
- Anandajayasekeram, P. and S. Workneh. 2006. Experiences with alternative extension approaches in other parts of Africa. Paper presented at the workshop, "Alternative Models of Agricultural Service Delivery for Innovation and Impact", Addis Ababa, Ethiopia, October 9.
- Asenso-Okyere, K. 2007. Building human resource for Africa's development: The role of African universities and international research centres. Paper presented at the RUFORUM Biennial Conference, Mangochi, Malawi, April 23-27, 2007.
- Babu, S. 2006. Capacity and institutional development needs for agricultural programs in Central Asia. Presentation at the workshop, "Setting Policy Research Priorities for Agricultural Development in Central Asia," Tashkent, Uzbekistan, February 11–14.
- Babu, S. 2006. Keynote address: Social science perspectives in agricultural research and development. Paper presented at the international conference "Social Science Perspectives in Agricultural Research and Development," New Delhi, India, February 15–18.
- Babu, S. 2006. Panel member for the session on integrating multinational research into university curriculums: new models. National Science Foundation (NSF) workshop "Assuring a Globally Engaged Science and Engineering Workforce," Arlington, VA, September 20.
- Babu, S. 2006. World food problems: Research and capacity strengthening at IFPRI. Presentation to visiting Hubert Humphrey Fellows, Washington, D.C., October 31.
- Beintema, N.M. 2007. Global Overview of Investments and Human Resources in Agricultural Research with Focus on Sub-Saharan Africa. Paper presented at the RUFORUM biennial meeting, Mangochi, Malawi, 23-27 April.
- Beintema, N. M. 2007. The Agricultural Science & Technology Indicators (ASTI) initiative. Presentation at the implementation workshop of the FARA Regional Agricultural Information and Learning Systems (RAILS), Accra, Ghana, January 17-19.
- Beintema, N. M. 2007. Trends in Agricultural R&D investments and Human Resources: Brazil in a Global Context. Seminari at Embrapa, Brasilia, May 9.
- Beintema, N. M. 2007. Trends in global agricultural R&D investments and the initiation of a study on investments trends in Central Asia and the Caucasus. Presentation at the CACAARI/GFAR/ICARDA Expert Consultation on Regional Research Need Assessment, Tashkent, Uzbekistan, March 7-9.

- Beintema, N. M. 2006. Global and regional investments in agricultural R&D. Presentation at the APAARI workshop on “Regional Synthesis of Research Needs in the Asia-Pacific Region,” Bangkok, Thailand, August 18-19.
- Beintema, N. M. 2006. Agricultural Science & Technology Indicators (ASTI) initiative. Presentation at the 9th International Conference on S&T Indicators, Leuven, Belgium, September 7-9.
- Beintema, N.M. 2006 Trends in global agricultural R&D investments. Presentation at IFPRI discussion panel “A Global Divide in Agricultural Research,” Washington, D.C., November 13.
- Beintema, N.M. 2006. Status of global agricultural research investments: A growing divide?” Keynote presentation at the Center for Tropical Agriculture workshop “Science and Technology for African, Caribbean, and Pacific Agricultural and Rural Development,” Wageningen, the Netherlands, November 27-December 1.
- Beintema, N.M. 2006. Overview of women in agricultural sciences in developing countries. Presentation at the CG annual general meeting event “Women in Science: Meeting the Challenge,” Washington, D.C., December 4.
- Beintema, N.M. 2005. ASTI initiative and the activities in the Middle East. Presentation at ICARDA, Syria, August 17, 2005.
- Beintema, N.M. 2005. Recent trends in agricultural research investments in Pakistan. Presentation at PARC, Islamabad, September 12, 2005.
- Byerlee, D., D. Spielman, D. Alemu, and M. Gautam. 2006. Policies to promote cereal intensification in Ethiopia: Help or hindrance? Paper presented at the International Association of Agricultural Economics (IAAE) Conference, Brisbane, Australia, August 17.
- Davis, K. E., D. J. Spielman, M. Negash. 2007. Knowledge sharing for innovation in Ethiopian smallholder networks, Cairo, June 12.
- Davis, K. E. 2007. Enabling smallholder innovation: Findings from Ethiopia. Paper presented at the World Bank workshop on Enhancing Agricultural Innovation, Washington, D.C., March 23.
- Davis, K. 2006. Institutional arrangements for increasing the role of farmer groups in agricultural innovation systems. Paper presented at the 22nd Annual Conference of the Association for International Agricultural and Extension Education (AIAEE), “International Teamwork in Agriculture and Extension Education” Clearwater Beach, Florida, May 14–19.
- Davis, K. 2006. Farmer Empowerment and Education in East Africa: Lessons to be Learned from Farmer Field Schools. Brainstorming meeting held with farmer field school stakeholders in Nairobi and Kitui/Mwingi, July 12–13.
- Ekboir, J. 2006. Results of the institutional assessment of Coordinadora Nacional de Fundaciones Produce (COFUPRO). Presented at COFUPRO’s annual general meeting in Merida, Yucatan, Mexico, September 2.
- Hartwich, F. 2006. Discussant at a scientific workshop, “New Approaches to Socio-economic and Environmental Evaluation,” International Centre for Political Economy, National University, Heredia, Costa Rica, March 23.
- Hartwich, F. 2006. Understanding the complexity of local innovation processes in Bolivia. Presentation at the Catholic University of Bolivia, Obrajés, La Paz, Bolivia, April 3.
- Hartwich, F. 2006. Agricultural innovation processes: Adoption as a function of innovation utility and producer absorptive capability. Paper presented at the 52nd annual meeting of the cooperative Central American Program for Crop and Animal Improvement, Montelimar, Nicaragua, April 24–28.
- Hartwich, F. 2006. Incentives for a better functioning agricultural research system. Paper presented at the national workshop, “Agricultural and Forestry Research in Honduras,” Honduran Foundation for Agricultural Research, Lima, May 5.
- Hartwich, F. 2006. Public–private partnerships: Their role in development and working models. Seminar on fundraising for development projects, University for Peace, Ciudad Colon, Costa Rica, May 8.
- Hartwich, F. 2006. Innovation networks: understanding the process that makes people innovate. Roundtable meeting at the Vice Ministry of Science and Technology under the Ministry of Planning, National Government of Bolivia, La Paz, May 31.
- Kisamba-Mugerwa, W. 2006. Framework for analyzing agricultural advisory services worldwide: from best practices to best fit. Presented to a donor group in London for a proposal on the

- Sub-Saharan Africa National Agricultural Advisory Services, (SSANAAS), London, January 6–7.
- Kisamba-Mugerwa, W. 2006. Enhancing innovations in agricultural advisory service provision with a special focus on farmer empowerment and market orientation in Sub-Saharan Africa. Presented at the 2nd Regional Symposium of the Sub-Saharan Africa Network for Agricultural Advisory Services, Kampala, Uganda, September 24–27.
- Kisamba-Mugerwa, W. 2006. Policies for retooling NARS in the developing world. Presented at the Expert Consultation on “Agricultural Innovations: Linking Farmers to Market and APAARI General Assembly,” National Agricultural Science Center, Indian Council of Agricultural Research, New Delhi, November 6–8.
- Kisamba-Mugerwa, W. and E. Bekele. 2006. Social science perspective in agricultural research and development for the new millennium. Paper presented at the International Conference on Social Science Perspectives in Agricultural Research and Development, New Delhi, February 15–18.
- Ochieng, C. 2006. Adaptation to climate in Africa: Is there a place for innovative organizational arrangements and management models? Presentation at the workshop “Climate Change Adaptation in Africa (CCAA)” Nairobi, Kenya, November 9.
- Ochieng, C. 2006. The EU-ACP economic partnership agreements and the development question: Which way now? Presentation at the “Southern Africa Development Community (SADC) Economic Partnership Agreements Round Table,” Pretoria South Africa, October 23.
- Pandya-Lorch, R. 2006. Women scientists in sub-Saharan African agricultural R&D. Presentation at the USAID meeting, “Women in Science: Meeting the Challenge. Lessons for Agricultural Sciences in Africa,” Washington, D.C., June 21.
- Puskur, R., P. Anandajayasekeram, K. Berhe, and D. Hoekstra. 2006. Partnerships for enhancing market-led innovation processes. Paper presented at the “Innovation Africa Symposium,” Kampala, Uganda, November 20–23.
- Spielman, D. J. 2006. New approaches to pro-poor agricultural research: promoting innovation through public–private partnerships. Paper presented at an international conference on “Social Science Perspectives in Agricultural Research and Development,” New Delhi, India, February 15–18.
- Spielman, D. J., K. Davis, and J. Ekboir. 2006. Developing the art and science of innovation systems inquiry: A study of alternative tools and methods and applications to sub-Saharan African agriculture. Paper presented at the “Innovation Africa Symposium,” Kampala, Uganda, and November 20–23.
- Spielman, D. J., M. Negash, and K. Davis. 2006. Poverty, innovation and agriculture in Ethiopia: A review of data and methodological issues. Paper presented to the “9th Annual Conference of the Agricultural Economics Society of Ethiopia,” April 14.
- Spielman, D. J., M. Negash, K. Davis, and G. Ayele. 2006. The smallholder farmer in a changing world: The role of research, extension and education in Ethiopian agriculture. Paper presented at the Ethiopia Strategy Support Program (ESSP) Policy Conference, “Bridging, Balancing, and Scaling up: Advancing the Rural Growth Agenda in Ethiopia,” Addis Ababa, June 6–8.
- Stads, G. J. 2005. Results of Philippines survey round. Presentation at the Central Luzon State University, Mariano Marcos State University, and the University of the Philippines in the Visayas, April 5-8, 2005.
- Stads, G. J. 2005. ASTI initiative and possible collaboration at the GFAR workshop on “Moving forward within the ICM4ARD Framework. Presentation, Cairo, 10-11 May 2005.

***Other conferences, workshops, and seminars***

- Anandajayasekeram, P. 2006. Attended and participated in the National Learning and Advisory Committee meeting of the ILRI project, “Improving Productivity and Market Access,” Mekelle, Ethiopia, March 15–17.
- Anandajayasekeram, P. 2006. Attended and participated in the ILRI annual planning meeting as leader of the operational project, “Innovation” (Theme 2: Enabling Innovation), March 27–31.
- Anandajayasekeram, P. 2006. Attended and participated in the 9th annual conference of the Agricultural Economic Society of Ethiopia, “Revising Rural Poverty in Ethiopia: Dilemmas and Critical Issues,” Addis Ababa, Ethiopia, April 14–15.

- Anandajayasekeram, P. 2006. Attended and participated in the proposal development workshop, “Impact Orientation of ARD systems in ASARECA member countries,” organized by the ISNAR Division, Addis Ababa, Ethiopia, April 24–26.
- Anandajayasekeram, P. 2006. Attended and participated in a conference, “Scaling up and Scaling out Agricultural Technologies in Ethiopia,” organized by the Ethiopian Institute of Agricultural Research, Addis Ababa, Ethiopia. May 9–11.
- Anandajayasekeram, P. 2006. Attended and participated as lead author in the 2nd global authors meeting of the International Assessment of Agricultural Science and Technology for Development (IAASTD), Bangkok, Thailand, May 2–5 and November 4–11.
- Anandajayasekeram, P. 2006. Attended training workshop, “Group Facilitating Participatory Decision making,” sponsored by the Institutional Learning and Change (ILAC) initiative, Addis Ababa, Ethiopia, July 18–21.
- Anandajayasekeram, P. 2006. Attended and participated in the 26th conference of the International Association of Agricultural Economists, “Contribution of Agricultural Economics to critical policy Issues,” Gold Coast, Queensland, Australia, August 12–15.
- Anandajayasekeram, P. 2006. Attended and participated as lead author at the 3rd global authors meeting of International Assessment of Agricultural Science and Technology for Development (IAASTD), San Jose, Costa-Rica. November 6–10.
- Anandajayasekeram, P. 2006. Application of Innovation Systems Perspective in AR4D: Prospects and Challenges. Panel presentation at the Innovation Africa symposium, Kampala, Uganda, November 20–23.
- Babu, S. 2006. Made a presentation on “M.Sc. Curriculum” at the symposium, “The Future of MSc Agricultural Economics Curriculum, Global Open Food and Agriculture University,” at the International Agricultural Economists Association (IAAE), Gold Coast, Australia, August 17.
- Babu, S. 2006. Presented the symposium, “Poverty Reduction and Economic Reforms in South Asia,” at the International Agricultural Economists Association (IAAE), Gold Coast, Australia, August 13.
- Babu, S. 2006. Participated at the Commonwealth Educational Media Centre for Asia workshop held in Penang, Malaysia, February 20–25.
- Babu, S. 2006. Organized the GO-FAU meeting with members of the Center for Agriculture and Rural Development Studies. Tamil Nadu Agricultural University, Coimbatore, India, February 27.
- Babu, S. 2006. Participated at the ISNAR Division/Forum for Agricultural Research in Africa meeting to develop a training needs assessment proposal as part of the Ethiopia Strategy Support Program Addis Ababa, May 1–4.
- Babu, S. 2006. Participated at the workshop, “Impact Orientation of AR4D Systems in ASARECA Member Countries,” Addis Ababa, April 24–28.
- Babu, S., and D. Sengupta. 2006. Participated at the workshop, “Capacity Matters,” organized by the World Bank Institute, Washington, D.C., June 28.
- D’Silva, B. ISNAR Division Brown Bag Seminar “Comprehensive Peace Agreement in Sudan: Implications for a Policy Research Agenda,” Washington, D.C., September 25.
- Morfit, D. ISNAR Division Brown Bag Seminar “Higher Education for Development: Development Partnerships,” Washington, D.C., September 20.
- Hartwich, F. 2006. Public–private partnerships for agricultural innovation and development in Latin America. Paper contributed to the 26th IAAE Conference in Brisbane, Australia, August 17.
- Kisamba-Mugerwa, W., 2006 Panel Discussion Series Seminar, “Capacity Strengthening for Agricultural Development: Missing Links and Institutional Challenges,” Washington, D.C., October 25.
- Kisamba-Mugerwa, W. 2006. Participated in the policy dialogue, “Enhancing Appropriate Policy-Making and Planning for Pastoralism in the Horn of Africa,” OXFAM, U.K., regional partners meeting for the Report on the Status of Pastoralism project, Nairobi, Kenya, October 16–18.
- Kisamba-Mugerwa, W., N. M. Beintema, and S. Babu. 2006. Participated at the workshop, “Reorienting Agricultural National Research Systems in Central Asia and the Caucasus” sponsored by the ISNAR Division in collaboration with the CGIAR Central Asia and Caucasus Association of Agricultural Research Institutions, Tashkent, Uzbekistan, February 8–9.

- Rhoe, V. 2006. Overview and presentation on IFPRI's research and outreach activities to visiting graduate students from the University of Kentucky, Washington, D.C., February 28.
- Sanyal, P. 2006. Presentation on IFPRI's mission and vision and how the institute disseminates research results to individuals and organizations worldwide for Ph.D. and masters students of the University of Aarhus, Denmark, Washington, D.C., October 13.
- Spielman, D. J., P. Anandajayasekeram, and R. Ngugi. 2006. Innovation system approaches to rural development. Presentation and panel discussion at the International Livestock Research Institute (ILRI) Scientific Seminar Series, Addis Ababa, April 12.

## II. PUBLICATIONS

### *Peer-Reviewed Journal Articles*

- Anandajayasekeram, P., K. Davis, and S. Workneh. 2006. Farmer field schools: An alternative to existing extension systems? Experience from eastern and southern Africa. *Journal of International Agricultural and Extension Education* 14 (1): 81-93.
- Babu, S. 2006. Agricultural sector in the economic reforms. *Yojana: Journal of Planning Commission, Government of India*: August.
- Babu, S. 2006. Food security: Two-pronged policy needed. *The Hindu Survey of Indian Agriculture*. Chennai: The Hindu Publications.
- Babu, S. 2006. Knowledge Sharing for Higher Education in Agriculture: The Global Open Food and Agriculture University. *Share* 10: 28–29.
- Babu, S. C. 2005. Repositioning food aid in the attainment of Millennium Development Goals by 2015. *Journal of Sustainable Development* 2 (2): 25-32.
- Babu, S. C., and A. Erganeman. 2005. Evaluating food security and nutrition monitoring systems. *African Journal of Food, Agriculture, Nutrition, and Development* 5 (2):1-26.
- Babu, S. C., and A. Erganeman. 2005. Food policy dialogue with Indian parliamentarians. *Journal of International Communication* 11 (1): 41-54.
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- Sengupta, D. and S.C. Babu. 2005. Policy reforms in Central Asian agriculture: A synthesis and conclusions. In *Policy Reforms and Agriculture Development in Central Asia*, S. Babu and S. Djalalov, eds. Natural Resource Management and Policy series, vol. 28. Norwell, M.A.: Springer.
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#### **IFPRI Discussion Papers and Project Papers**

- Alemu, D., and D. J. Spielman. 2006. *The Ethiopian seed system: Regulations, institutions and stakeholders*. Addis Ababa: IFPRI and Ethiopian Development Research Institute.
- Anandajayasekeram, P., J. M. Kennedy, C. O. Ochieng, and H. Wossenyeleh. 2006. *A comprehensive assessment of the Liberian agricultural research system*. Report submitted to FAO as part of the Liberian Agricultural Sector Review.
- Babu, S., and D. Sengupta. 2006. *Capacity development as a research domain: Frameworks, approaches, and analytics*. ISNAR Division Discussion Paper No. 9. Washington, D.C.: IFPRI.
- Birner, R., K. Davis, J. Pender, E. Nkonya, P. Anandajayasekeram, J. M. Ekboir, A. Mbabu, D. Horna, S. Benin, D. J. Spielman and M. Cohen. 2006. *From "best practice" to "best fit": A framework for analyzing pluralistic agricultural advisory services worldwide*. ISNAR Discussion Paper No. 5. Washington, D.C.: IFPRI.
- Byerlee Derek, D. Spielman, D. Alemu, M. Gautam. 2007. Policies to promote cereal intensification in Ethiopia: A review of evidence and experience. Washington, D.c., IFPRI.
- Davis, K. D., J. Ekboir, W. Mekasha, C. M. O. Ochieng, D. J. Spielman, and E. Zerfu. 2007. *Strengthening agricultural education and training in Sub-Saharan Africa from an innovation systems perspective: Case studies of Ethiopia and Mozambique*. Washington, D.C.: World Bank.
- Ekboir, J. M., G. Dutrénit, G. Martínez V. A. Torres Vargas and A. Vera-Cruz. 2006. *Las Fundaciones Produce a diez años de su creación: Pensando en el futuro*. ISNAR Discussion Paper No. 10. Washington, D.C.: IFPRI.
- Ekboir, J. M., M. Muñoz, J. Aguilar, R. Rendon Mendel, J. G. Garcia Muñoz, and J. Reyes Altamirano Cardenas. 2006. *On the uneven distribution of innovative capabilities and why that matters for research, extension and development policies*. ISNAR Discussion Paper No. 7. Washington, D.C.: IFPRI.
- Hartwich, F., C. Gonzalez, and L-F. Vieira. 2005. *Public-private partnerships for innovation-led growth in agrichains: A useful tool for development in Latin America?* ISNAR Division Discussion Paper No. 1. Washington, D.C.: IFPRI.
- Hartwich F., V. E. Camacho, M. Monge. 2007. Sistemas de innovacion piscicola en la Amazonia Boliviana. IFPRI Discussion Paper No. 00706. Washington, D.C. IFPRI.
- Hartwich F., M. V. Gottret, S. Babu, and Jaime Tola. 2007. *Building public-private partnerships for agricultural innovation in Latin America*. IFPRI Discussion Paper No. 00699. Washington, D.C.: IFPRI.
- Hartwich F., T. Arispe, M. Monge. 2007. Innovacion en el cultivo del manien Bolivia. IFPRI Discussion Paper No. 00692. IFPRI.
- Hartwich Frank, E. Solórzano, C. Gutiérrez and Mario Monge. 2006. *Status of innovation in Nicaragua's agrifood sector opportunities for subsector development*. ISNAR Discussion Paper No. 12 November 2006. San Jose, Costa Rica, IFPRI.

- Naseem, A., S. W. Omamo, and D. J. Spielman. 2006. *The private sector in agricultural R&D: Policies and institutions to foster its growth in developing countries*. ISNAR Discussion Paper No. 6. Washington, D.C.: IFPRI.
- Ochieng, C., and A. Mbabu. 2006. *Building an agricultural research for development system in Africa*. ISNAR Discussion Paper No. 8. Washington, D.C.: IFPRI.
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- Spielman, D. J., M. Negash, K. Davis, and G. Ayele. 2006. *The smallholder farmer in a changing world: The role of research, extension and education in Ethiopian agriculture*. Addis Ababa: IFPRI and Ethiopian Development Research Institute.
- Soto J.Luis, F. Hartwich, M. Monge, L. Ampuero. 2006. *Innovation in quinoa effects of social interaction and the absorptive capabilities of small producers*. ISNAR Discussion Paper No. 11. November 2006. San Jose, Costa Rica., IFPRI
- Von Grebmer, K., and S. W. Omamo. 2006. *Structuring multistakeholder dialogue on agricultural biotechnology in Africa*. ISNAR Discussion Paper No. 4 Washington, D.C: IFPRI.

#### ***Datasets and Databases, Online and/or CD-ROMs***

- Spielman, D.J., F. Hartwich, and K. von Grebmer. Public-private partnerships in the CGIAR. Online searchable database. URL: <http://www.ifpri.org/themes/ppp/ppp.asp>.
- IFPRI. 2006. Understanding and Analyzing Market Performance. Part III: Policy Analysis —Tools and Empirics.
- IFPRI. 2006. Understanding and Analyzing Agricultural Market Performance. Part IV: Food Price Stabilization Policies—Concepts and Tools.
- IFPRI. 2006. Leading and managing for innovation; Strategic planning for learning organizations within the innovation system paradigm; Development of impact-oriented program formulation. Modules in Managing Agricultural Research for Development within Innovation System Perspective.
- IFPRI. 2006. Burkina Faso: PNDSA II impact analysis baseline survey, 2002–03. Washington, D.C.: IFPRI.
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- IFPRI. 2006. Short term training database. Washington, D.C.: IFPRI.
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#### ***Media articles, newsletters, press briefings, and interviews***

- Babu, S. 2006. Quoted in *Developments* (U.K. Department for International Development) “Net Service” <<http://www.developments.org.uk/data/issue34/E-learning.htm>>.
- Babu, S. 2006. Interviewed by *The Hindu-Business Line*. Quoted in article “Technocrats Have Let Down Agriculture.” December 3, 2005.
- Babu, S. 2006. Interviewed by *New York Times*. Quoted in article “Amid Squalor, an Aid Army Marches to No Drum at All.” December 3, 2005.
- Babu, S. 2007. Interviewed by *The Commission on Ecosystem Management*. Quoted in article “Ecosystems, Agriculture and Ecosystem Services.” March 2007: Volume 1.
- Babu S. C. 2006. Face to Face with Dr. Suresh Chandra Babu. *www.Commodity: Comprehensive Agri-Commodity Intelligence* 6 (12): 21-26.
- Babu, S. 2005. Economic reforms and Indian agriculture: Challenges and options. *The Hindu Survey of Indian Agriculture*: 16-19. Chennai, India: The Hindu.
- Babu, S. C. 2005. Food Security in South Asia. *South Asian Journal*, Issue 9, July-September, Islamabad, Pakistan.
- Babu, S. C. 2006. Should we Redefine Food Security? *Economic Times*, New Delhi, December 6, 2006.
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- Babu, S. C. 2007. Agriculture and Ecosystem Services and the Commission on Ecosystem Management. *Ecosystems: Agriculture and Ecosystem Services* 2007 (1). <[http://www.iucn.org/themes/cem/news/newsletter/2007/cem\\_newsletter01\\_2007.htm](http://www.iucn.org/themes/cem/news/newsletter/2007/cem_newsletter01_2007.htm)>
- Babu, S. C. 2007. Why Indian Farmers Commit Suicide and What Future Holds for Indian Agriculture? *Yojana: Journal of Planning Commission, Govt. of India*: January.
- Babu, S. 2006. Food Security: Two-Pronged Policy Needed. *The Hindu Survey of Indian Agriculture*. Chennai: The Hindu Publications.
- IFPRI. 2006. Learning and Capacity Strengthening Newsletter. Circulation: 5,380 as of October 25, 2006.

### III. CAPACITY STRENGTHENING AND OTHER OUTREACH ACTIVITIES

#### *Learning Events*

- Anandajayasekeram, P. 2006. Participated in the country mission and completed the mission report, which resulted in a concept note and a project proposal for Strengthening Agricultural Research for Development (ARD) system in IIAM Mozambique, February 28–March 11.
- Anandajayasekeram, P. 2006. Participated in the regional training workshop, “Monitoring and Evaluation Strategy,” organized by the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), Mombassa, Kenya, September 26–29.
- Anandajayasekeram, P. 2006. Developed and tested a three-day training module, “Application of Innovation Systems Approach and Principles in Agricultural Research and Development.”
- Anandajayasekeram, P. and E. Zerfu. 2006. Participated in the workshop, “Planning, Monitoring, Evaluation, and Impact Assessment of R&D investments in Agriculture,” organized jointly by IFPRI, ILRI, and Haramaya University, Ethiopia, October 16–27.
- Anandajayasekeram, P., A. Mbabu, and E. Zerfu. 2006. Participated in a national training workshop, “Managing Agricultural Research for Development within an Innovation Systems Perspective,” Maputo, Mozambique August 21–September 2.
- Babu, S. 2006. Presented three Lectures (World Food Problems, Challenges to Agricultural Development in Developing Countries, and Achieving Millennium Development Goals) to junior and senior undergraduate students at the University of Maryland enrolled in the course “International Agricultural Development.” College Park, Maryland, October 31–November 3.
- Babu, S. 2006. Presented at the joint IFPRI/ICRISAT/Imperial College workshop, “Reusable Learning Objects for Higher Education in Agriculture,” Hyderabad, India, October 6–7.
- Davis, K., D. J. Spielman, M. Negash, and E. Zerfu. 2007. Introduction to social network analysis. Ethiopia Strategy Support Program (ESSP) learning module. Addis Ababa, Ethiopia, February 13-14, 2007.
- Davis, K., and E. Zerfu. 2006. Participated in the workshop, “Alternative Modes of Agricultural Service Delivery for Innovation and Impact,” organized by Ministry of Agriculture and Rural Development and Improving Productivity and Market Success (IPMS), Addis Ababa, Ethiopia, October 9–11.
- Mbabu, A. 2006. Participated in a training workshop, “Integrated Agricultural Research for Development” for the ASARECA Animal Agricultural Research Network (A-AARNET) Steering Committee Members, Bujumbura, Burundi, March 20–24.
- Zerfu, E., and G. Asefa. Conducted the online training, “How to Communicate Scientific Research,” November 1, 2006–January 31, 2007.
- Zerfu, E., and G. Asefa. Conducted the online training, “How to Improve Your Writing Skills,” November 1, 2006–January 31, 2007.
- Zerfu, E., and G. Asefa. 2006. Conducted the training, “Managing Agricultural Research for Development within Innovation System Perspective: Leading and Managing for Innovation, and Strategic Planning for Learning Organizations within the Innovation System Paradigm,” Freetown, Sierra Leone, October 2–7.
- Zerfu, E., and G. Asefa. 2006. Conducted the trainings, “Managing Agricultural Research for Development within Innovation System Perspective: Leading and Managing for Innovation,” “Strategic Planning for Learning Organizations within the Innovation System Paradigm,” and “Development of Impact Oriented Program Formulation,” Maputo, Mozambique, August 21–September 2.

- Zerfu, E., and G. Asefa. 2006. Conducted the training, “Planning, Monitoring, Evaluation, and Impact Assessment of R7D Investments in Agriculture,” Haramaya, Ethiopia, August 16–27.
- Zerfu, E., and G. Asefa. 2006. Conducted the training, “Understanding and Analyzing Agricultural Market Performance. Part IV: Food Price Stabilization Policies: Concepts and Tools,” EDRI, Addis Ababa, Ethiopia, July 13–15.
- Zerfu, E., and G. Asefa. 2006. Conducted the online training, “How to Write a Convincing Proposal,” April 15 to August 15.
- Zerfu, E., and G. Asefa. 2006. Conducted the training, “Understanding and Analyzing Market Performance. Part III: Policy Analysis—Tools and Empirics,” March 20–22.

### ***Learning Modules***

- Asefa, G., and E. Zerfu. 2006. *Understanding and Analyzing Agricultural Market Performance. Part IV: Food Price Stabilization Policies: Concepts and Tools*, EDRI, Addis Ababa, July 13–15.
- Asefa, G., and E. Zerfu. 2006. *Understanding and Analyzing Market Performance. Part III: Policy Analysis—Tools and Empirics*, March 20–22.
- Asefa, G., and E. Zerfu. 2006. *Managing Agricultural Research for Development within Innovation System Perspective: Leading and Managing for Innovation; Strategic planning for learning organizations within the innovation system paradigm; Development of Impact-Oriented Program Formulation*, Mozambique, Maputo, August 21–September 2.
- Asefa, G. and E. Zerfu. 2006. *Managing Agricultural Research for Development within Innovation System Perspective: Leading and Managing for Innovation; Strategic planning for learning organizations within the innovation system paradigm*, Freetown, Sierra Leone, October 2–7.
- Asefa, G., and E. Zerfu. 2006. *Planning, Monitoring, Evaluation, and Impact Assessment of R7D Investments in Agriculture*. Haramaya, Ethiopia, October 16–27.
- Babu, S., and P. Sanyal. 2006. *Food Security and Nutrition Policy Analysis: A Manual of Applications of Statistical Techniques for Policy Analysis*.
- Davis, K., D. J. Spielman, M. Negash, and E. Zerfu. 2007. Introduction to Social Network Analysis. Ethiopia Strategy Support Program (ESSP) learning module. Addis Ababa, Ethiopia, February 13-14, 2007.

### ***Ph.D. and M.A/M.Sc. Students Supervised and Staff Development***

- Akhmedov, U. 2006. Intern, Texas A&M University. Helped to organize the proceedings of the Central Asia workshop, financed by the International Research and Exchanges Board (IREX).
- Babu, S. 2006. Acted as external evaluator of B. Mohamed Rafeeq, Bharathidasan University, Tiruchirappalli, India. Thesis “Study of the Evolution of the Interest Free Financial Institutions in India.”
- Babu, S. 2006. Provided informal support to Sina Ayanlade, Obafemi Awolowo University, Ife, Nigeria, by supplying training and research materials for the purpose of writing the Ph.D. thesis, “Assessing the Impact of Climate Variability on Crop Yield in Nigeria: Using GIS Geospatial Technique.”
- Davis, K. 2006. Supervised Minyahel Fekedu Fantaye, Ethiopia, MSc student at Haramaya University
- Davis, K., D. J. Spielman, F. Hartwich, J. Ekboir, and M. Monge. 2006. Social network analysis course attended at IFPRI, Washington, D.C.
- Fenely, B. 2006. Intern, Georgetown University. Prepared a draft discussion paper on “open contents and reusable learning objects.”
- Negash, M. 2006. Facilitating multistakeholder processes and social learning course attended at Wageningen International, The Netherlands.
- Zerfu, E. 2006. Acted as major advisor to Zelalem Belayneh, Haramaya University, Ethiopia, working on “Constraints and Opportunities of Cattle Marketing in Dano District, West Shewa Zone.”

## **IV. OTHER**

### ***Awards***

- Ochieng, C. M. O., and K. Davis. 2006. ICTs as appropriate technologies for African development. Bronze prize winner, “Business and Development: The Private Path to Prosperity.”

- Competition sponsored by the International Finance Corporation of the World Bank and the Financial Times. To be published in the Financial Times.
- Davis, K. 2006. Institutional arrangements for increasing the role of farmer groups in agricultural innovation systems. Outstanding paper award presented at the 22nd Annual Conference of the Association for International Agricultural and Extension Education (AIAEE), “International Teamwork in Agriculture and Extension Education,” held in Clearwater Beach, Florida, May 14–19.
- Consultative Group on International Agricultural Research (CGIAR) Secretariat, Market Place Innovation Award for a joint project with Federation of Farmers Association; General Secretariat; Tanjore, Naagai, and Tiruvaroor Districts, Cauveri Delta, Tamil Nadu, entitled “Connecting Rural Farmers with Policy Research through Information and Communication Technology,” October 2006.

**Annex 8: Status of projects from the old ISNAR**

<i>No.</i>	<i>Project</i>	<i>Start Date</i>	<i>End Date</i>	<i>Transferred to</i>	<i>Current Status</i>
1	Biotechnology and biosafety (was joint IFPRI-ISNAR prior to April 2004)	2003 (but builds on projects that started from early – 1990s)	None	Environment Production and Technology Division of IFPRI (EPTD)	On-going
2	Renewal (was joint IFPRI-ISNAR prior to April 2004)	2002	None	Food Consumption and Nutrition Division of IFPRI (FCND)	On-going
3.	New Paradigm Network (NPN) for Institutional Innovation in Latin America	1 <sup>st</sup> phase, M&E, started in 1998	July 2006	New ISNAR	Completed
4.	Agricultural Science and Technology Indicators (ASTI) (was joint IFPRI-ISNAR prior to April 2004)	2001 (but builds on projects that started mid-1980s)	None	New ISNAR	On-going
5	Learning and Capacity Strengthening	Since establishment of old ISNAR	None	New ISNAR	On-going
6	Public-private partnership for Agro-Industrial Research in Latin America	September 2001	31 December 2005	New ISNAR	Completed
7.	Public-Private Partnerships for Agro-industrial Research in Latin America and Partnerships for Agro-industrial R & D in Costa Rica and El Salvador	September 2002	31 December 2004	New ISNAR	Completed



## **Annex 9: Interdivisional Projects**

### **Interdivisional projects with subtheme 10.2**

A. *Agbiotech PPPs*: Public-Private Partnerships for Agbiotech Research, Technology Commercialization, and Product Deployment in Sub-Saharan Africa's Evolving Biosafety Regulatory Environment (Environment and Production Technology Division)

Objective: to provide evidence-based recommendations for public policy and organizational management on how to manage the risks and liabilities associated with PPPs, and how improvements in biosafety regulations can contribute to management of such risks and liabilities, thereby improving the scope and efficacy of pro-poor PPPs in sub-Saharan Africa for agbiotech research, technology commercialization, and product deployment.

Involvement: 500 hrs, US\$ 129,694 (total project funding)

Timeframe: early 2007-mid 2008

B. *AIS Benchmarking*: Development of a Benchmarking Tool for Agricultural Innovation Systems: Pilot Study in Vietnam and Ethiopia (Development Strategy and Governance Division)

Objective: to develop a benchmarking tool for guiding investment in sustainable agricultural innovation systems based on innovation indicators that take environmental, poverty and gender issues into account.

Involvement: 438.75 hrs, US\$ 95,000 (total project funding)

Timeframe: March 2007-early 2008

C. *Agricultural Research and Governance*: a Literature Review on Creating an Enabling Environment for Agricultural Research: The Role of Policies, Institutions and Governance (Development Strategy and Governance Division)

Objective: to take stock of the literature on policies, institutions and interventions related to agricultural research in developing countries; assess the state of knowledge regarding the effectiveness of different types of interventions related to agricultural research in three groups of countries classified by key governance indicators; and identify interesting case studies that can be used for illustration in subsequent research on the topic.

Involvement: 20 hrs, US\$ 4,000 (total project funding)

Timeframe: May-July 2007

D. *Rural Institutions*: Mobilizing Rural Institutions for Sustainable Livelihoods and Equitable Development: Ethiopia Country Case Study (Markets, Trade & Institutions Division)

Objective: To provide a diagnosis of key elements of the Government of Ethiopia's efforts to enhance agricultural sector performance. Specifically, the study will examine the role and impact of rural institutions on agricultural productivity and rural livelihoods.

Involvement: 206 hrs, US\$ 40,000 (total project funding)

Timeframe: May 2006-April 2007

### **Interdivisional projects with subtheme 13.1**

A. *Innovation in Ethiopia*: Innovation Systems, Livelihoods, and Poverty Reduction in Ethiopia (Development Strategy and Governance Division- Ethiopian Strategy Support Program )

Objective: Analyze the determinants of smallholders' capacity to innovate; the processes and systems that contribute to enhancing their capacity to innovate; and the organizational, institutional, and policy options that can strengthen smallholders' innovative capacities and enhance pro-poor innovation processes in Ethiopia.

Involvement: 137.5 hrs, US\$ 72,000 (approximate total project funding); ISNAR contributed to design, data collection, analysis, publication and presentation of results.

Timeframe: March 2006-mid 2007

*B. Making Rural Services Work for the Poor – The Role of Rural Institutions and Their Governance for Agriculture-Led Development* (Development Strategy and Governance Division)

Objective: Provide policy-relevant knowledge on strategies or interventions that empower the rural poor – men and women - to participate in local governance, demand the services they need, and hold service providers accountable.

Involvement: 233.71 hrs, 1.158 Million Euro (total project funding); ISNAR contribution is specifically to work on extension services.

Timeframe: 2007-2009 (3 years)

*C. Background Papers on Extension* (Markets, Trade and Institutions Division)

Objective: Assessment of extension in Sub-Saharan Africa.

Involvement: Originally 52.5 hours; now on as-needed basis

Timeframe: at least through May 2007

*D. Farmer Field Schools* (Environment and Production Technology Division)

Objective: Provide robust evidence for policy actors, donors, and implementation partners on the impact of farmer field schools in fighting poverty and contributing to farmer education and empowerment.

Involvement: 8 months total - 35 days for IFPRI collaborator

Timeframe: 18 months

*E. Public-private partnerships in the CGIAR* (Communications Division)

Objective: Examine the role of public-private partnerships (PPPs) in international agricultural research

Involvement: beyond 50 hours

Timeframe: January to December 2006

### **Interdivisional projects with subtheme 15.1**

**None**

### **Interdivisional projects with subtheme 15.2**

*A. Ethiopia Strategy Support Program* (Development Strategy and Governance Division)  
Organizing and facilitating the training/workshop on “Understanding and Analyzing Agricultural Market Performance - Part IV: Food Price Stabilization Policies: Concepts & Tools”

Objective: Building the capacity of agriculture researchers, university lectures, and market experts working in agricultural bureau on price stabilization policies.

Involvement: 20 days of Elias’s and Genet’s time

Timeframe: July 2006

Organizing and facilitating the training/workshop on “Introduction to Social Network Analysis”

Objective: Introduce the concept of social network analysis and its application to the study of smallholder innovation; and Provide practical skills related to social network analysis methods and software applications.

Involvement: 20 days of Elias's and Menbere's time

Timeframe: February 2007

- B. *DREAM* - Spatially disaggregated, single commodity model for assessing the economic impacts of technical change (Environment and Production Technology Division)

Objective: Develop a revised version of the manual for priority setting for agricultural research at the national level.

Involvement: 20 days of Research Analyst's time for finalizing the document

Timeframe: August 2007

- C. *RENEWAL*- Regional Network on HIV/AIDs, Rural Livelihoods and Food Security (Food Consumption and Nutrition Division)

Objective: Strengthen the capacity of collaborators for policy research and analysis in Southern and Eastern Africa

Involvement: \$200,000 per year over 4 years

Timeframe: 2008-2011

- D. *Country Strategy Support Programs (CSSPs):* Ghana and Nigeria: Program of research and capacity-building work undertaken by IFPRI within and individual country (Development Strategy and Governance Division)

Objective: Strengthen the capacity of policy researchers and collaborators in developing national and agricultural development strategies

Involvement: \$80,000 per year over next 3 years

Timeframe: 2007-2010

- E. *IFPRI-Cornell Case studies-Food Policy for Developing Countries:* The Role of Government in the Global Food Systems (Environment and Production Technology Division, Food Consumption and Nutrition Division, Director General's Office, Development Strategy and Governance Division, and Markets Trade and Institutions Division)

Objective: Develop a set of 10 Global case studies based on IFPRI research for teaching in post-graduate programs

Involvement: 2 moths of Senior Research Fellow time in 2006/2007 each

Timeframe: 2006-2007

- F. *Governance and Policy Process Program* (Development Strategy and Governance Division)

Objective: Develop capacity for local governments for effective service provision in Ethiopia, India, and Ghana

Involvement: 2 months of Senior Research Fellow time in 2007/2008

Timeframe: 2007-2008

- G. *RESAKSS:* Regional Strategic Analysis and Knowledge Support Systems (Development Strategy and Governance Division)

Objective: Develop a manual on RESAKSS for the use of collaborators in the regions and countries

Involvement: 2 months by Senior Research Fellow time in 2007  
Timeframe: 2007

- H. *“Agriculture and Health Linkages”* (Food Consumption and Nutrition Division)  
Objective: Compile a set of reading materials on agriculture health linkages for university level courses  
Involvement: 2 months of Senior Research Fellow time spread between 2006/2007  
Timeframe: 2006-2007 (completed)
- I. *Policy communications program:* linking farmer organizations in South India to national and international policy researchers (Communications Division)  
Objective: Strengthen capacity of farmers and farm organizations for direct communication with policy researchers  
Involvement: 1 month of Senior Research Assistant in 2006  
Timeframe: 2006-2008
- J. *NEPAD/IFPRI Collaborative Program to Inform and Track the Implementation of the Comprehensive Africa Agriculture Development Program (CAADP)* (Director General’s Office)  
Objective: Develop capacity strengthening strategies for CAADP implementation  
Involvement: 2 months of Senior Research Fellow time spread over 2007 and 2008  
Timeframe: 2007-2008

## **Annex 10: Materials used**

### **ISNAR Program Advisory Committee**

ISNAR Program Advisory Committee. Minutes of the 2004 ISNAR Program Advisory Committee (PAC) Meeting.

ISNAR Program Advisory Committee. Minutes of the 2005 ISNAR Program Advisory Committee (PAC) Meeting.

ISNAR Program Advisory Committee. Minutes of the 2006 ISNAR Program Advisory Committee (PAC) Meeting.

### **IFPRI/ISNAR Transition documents**

ISNAR. 2002. ISNAR's Board of Trustees and Management Joint Response to the Report of the Fourth External Program and Management Review (July 2002).

IFPRI. 2003. ISNAR/IFPRI Transition Team Video Conference (November 26th 2003).

IFPRI. 2004. ISNAR/IFPRI Transition Team Video Conference (January 9th 2004).

Resolution to dissolve the International Service for National Agricultural Research (ISNAR) at the ISNAR Board of Trustees meeting in November 2003.

ISNAR. 2004. Financial statements (Year ended 31 December 2003).

ISNAR. 2004. Financial statements (Period ended 31 March 2004).

IFPRI/ISNAR. 2004. Update on the status of ISNAR Transition.

IFPRI. 2004. Road map: A draft transition script for the ISNAR Program (David Governey and Gordon Mac Neil, as of March 17 2004).

ISNAR Transition Team Meeting (March 19, 2004).

IFPRI. 2004. Inception Report for the ISNAR Program.

Anderson, Jock R., Ponniah Anandajayasekeram, Eric Craswell and Mandivamba Rukuni. 2004. An Assessment of the Impact of ISNAR: 1997-2001.

IFPRI. 2005. Research, Innovation, and Capacity Strengthening: The International Service for National Agricultural Research (ISNAR) Division.

IFPRI. 2005. The ISNAR Division Strategy.

IFPRI. 2006. ISNAR Division Progress Report 2006.

ISNAR. 2006. Report on Achievements in 2005 and Plans for 2006: Internal Program Review.

ISNAR. 2006. Report on Achievements in 2006 and Plans for 2007.

IFPRI. 2007. ISNAR Division Program Information.

IFPRI. 2007. Advancing Knowledge and Innovation in Food and Agriculture: The International Service for National Agricultural Research (ISNAR) Division.