

Annex 1
MTP projects, objectives and geographical coverage, 1998-2001

Project Title	Objectives	Geographic scope
1. Globalization: Analyzing forces, processes, and options for NARS	To evaluate the impact of Globalization processes on The NARS; The R, T, E mandate of NARO's ; The role of the public sector in agriculture; Criteria for evaluating direct and indirect cost and benefits The role of public sector Policy options – Pros, Cons, costs and returns to Agricultural R&D	Africa, Asia, Latin America
2. Informing agricultural research policymakers about trends in research: agricultural science and technology indicators (ASTI)	Updating the Agricultural Science Technology Indicators database	Global, with special emphasis on Sub-Saharan Africa and Latin America
3. Integrating agroindustrial and environmental demands in agricultural research for the 21 st Century	Evaluate the role of agro -industry and the environment in agriculture research in Latin America; Governance of agro-industry and the environment – oriented research within the NARS Financing mechanisms for research with an agro-industry or environment orientation; Organizational and legal frameworks for demand –driven research on agro-industry and environment	Latin America and the Caribbean
4. Enhancing the governance and accountability of NAROs and NARS	To improve the governance and accountability of agricultural research by strengthening NARS governance of agricultural research; Design and test improved governance mechanisms and procedures in selected NARS	Global
5. Building capacity for the strategic management of institutional change in agricultural science and technology organizations in Latin America	To strengthen the institutional sustainability of agricultural science and technology organizations by building conceptual, methodological, and technical capacities in the strategic management of institutional change	Latin America and the Caribbean
6. Assessment Of The Impact Of Capacity Building In Agricultural Research Management	Develop and test conceptual frameworks and methods for assessing the capacity of agricultural research organization; Develop and test similar frameworks and methods for assessing the institutional impacts of International Organizations on NAROs; Make relevant frameworks and methods available to NAROs and those who work to strengthen them.	Global
7. ISNAR's Biotechnology Service (IBS)	Support policy and strategy development that enhances capacity in agricultural bio -technology; Assist in developing leadership skills among policy makers and research managers for integrating biotechnology in research programs; Harness the internationally available expertise to respond to identified technical, policy and management needs.	Global
8. Information and communications for agricultural research	To assist NARS in the development of new information policies and management practices; Training on information planning and	Asia and WANA

Project Title	Objectives	Geographic scope
organizations 9. Agricultural research and the environment	management; Participate actively in the development of information resources within the CGIAR Support decision making in NARS and subregional groupings for effective NRM research and for adapting the findings Investigate relationship between Agriculture-health – and Environment and their policy and management implications	Global, Eastern and Southern Africa
10. Improving tools for research policy formulation, strategic planning, research linkages and research system development	To maintain and refine ISNAR's core competencies in research policy, planning, and system design; To develop tools and approaches to: improve, Ag. research policy formulation; designing technology system; To make tools readily available and assist in the application by NARS; To provide for maintenance research on policy and management tools and a home for completion of work in progress	Global but with specific attention to sub-Saharan Africa.
11. Towards integrated project-based agricultural research management systems	Diagnose needs and opportunities Messages available in the user-friendly format Collect and synthesize global experiences Develop and make available a set of compatible 'component methods' for project planning, budgeting, management and evaluation, and for MIS that support project management	Global
12. Gender relations in agricultural research: Strengthening core competencies in policy, organization, and management	Integrate gender perspective into ISNAR's activities (P,O,M work); Enhance Gender Responsiveness in Agricultural Research Assist selected NARIs to develop and use appropriate tools and procedures	Global but with specific attention to sub-Saharan Africa.
13. Strengthening NARS through diagnostic reviews, planning, and facilitation of institutional development	Provide direct advisory services to NARS in planning and system development - cost recovery basis; Making ISNAR's products and services available to a wider body of NARS Facilitate NARS - NARS, and ISNAR - NARS co-operation	A total of 17 sub-projects involving Palestine, Cyprus, Eritrea, South-Africa, Mozambique, Indonesia, Pakistan, Sri-Lanka, Vietnam, Uganda, Zambia, Croatia, Iran, Benin, India.
14. The Double Transition: Building NARS for the 21st Century in Central Asia and Caucasus	To increase the awareness, and to assist in reaping the benefits of new opportunities To make available the relevant information and knowledge to NARS, SRO, GFAR. To assist in the establishment of NARS SC Secretariat, SRO and GFAR; Strengthen capacity of national institutions for managing networks and regional programs.	Central Asia and the Caucasus
15. Strengthening institutions to participate in the emerging global research system	To increase the awareness, and to assist in reaping the benefits of new opportunities To make available the relevant information and knowledge to NARS, SRO, GFAR. To assist in the establishment of NARS SC Secretariat, SRO and GFAR; Strengthen capacity of national institutions for managing networks and regional programs.	Global
16. Global information centre on agricultural research policy, organization, and	Establish ISNAR as a recognized global source of information on agricultural research policy, organization and management; make results of	Global

Project Title	Objectives	Geographic scope
management	ISNAR's research and synthesis of experience accessible to NARS in formats that can be used by them; elp the CGIAR adapt a coherent information strategy and take steps toward creating a CGIAR-wide global information system; Provide guidelines for collaborating NARS for developing their own information strategies	
17. ISNAR Global Associates: Strengthening regional capacity to serve regional needs for institutional change	Build capacity within NARS; Expand expertise available to NARS, including formation of global terms; Deliver support to NARS in a last effective manner	Global
18. Building NARS capacity for training and facilitation of change processes	Develop and improve human capacity to manage research and training; Support the development of specialized training Build NARS and regional capacity for training Support and follow up ISNAR's research and service delivery; Improve collaboration in training within CGIAR; Improve NARS access and delivery of training tools; Test how in-service and distance training can improve management skills in remote locations	Global but with specific attention to sub-Saharan Africa.

Annex II
Composition Of The Panel And Biographical Information

Panel Chair:

Dunstan Spencer P.M.B. 108 Freetown, SIERRA LEONE	Tel: (232-22) 228985 Fax: (232-22) 228985 E-Mail: dsa@sierratel.sl
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Panel Members:

Barbara Becker Executive Manager Swiss Centre for International Agriculture (ZIL) ETH-Zentrum, UNA C2, Universitätsstrasse 9 CH-8092 Zürich, SWITZERLAND	Tel: (41-1) 6325339 Fax: (41-1) 6321589 E-Mail: barbara.becker@agrl.ethz.ch
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Derek Byerlee Lead Economist Rural Development Department The World Bank 1818 H Street, NW Washington DC 20433, USA	Tel: (1-202) 458-7287 Fax: (1-202) 614-0065 E-Mail: Dbyerlee@worldbank.org
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John Griffith 4931 East Chalk Point Rd West River MD 20778-2209, USA	Tel: (1-410) 867-8962 Fax: (1-410) 867-9686 E-Mail: Griffithjn@cs.com
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TAC Secretariat:

Panel Secretary: Timothy Kelley Senior Agricultural Research Officer iSC, SDRC-C632 Food and Agriculture Organization Viale delle Terme di Caracalla 00100 Rome, ITALY	Tel: (39-06) 5705-4210 Fax: (39-06) 5705-3298 E-Mail: timothy.kelley@fao.org
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CGIAR Secretariat:

Selcuk Ozgediz Governance and Partnerships Team CGIAR Secretariat World Bank 1818 H Street, NW Washington DC 20433, USA	Tel: (1-202) 473-8937 Fax: (1-202) 473-8110 E-Mail: sozgediz@worldbank.org
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SPENCER, Dunstan S. C. (Sierra Leone)
Panel Chair

Managing Director & Principal Scientist of “Dunstan Spencer & Associates”, Freetown, Sierra Leone

Expertise:	Professionally qualified agricultural economist, with graduate level training in animal science, and undergraduate level training in agronomy. Expert in Women in development, environmental assessment, impact evaluations, and poverty alleviation issues.
Education:	Ph.D. Agricultural Economics, University of Illinois, USA (1973); M.Sc. Major: Agricultural Economics – Minor: Animal Science, University of Illinois, USA (1969); B.Sc. General Agriculture, with Honours, London University (1966);
Experience	
Since 1994	Independent Consultant, Managing Director of a small consulting firm
1986-93	Director, Resource and Crop Management Division, International Institute of Tropical Agriculture (IITA), Ibadan, Nigeria
1984-86	Principal Economist, International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Sahelian Centre, Niamey, Niger
1980-84	Director, Development Department, WARDA, Monrovia, Liberia
1977-79	Senior Agricultural Economist, West Africa Rice Development Association (WARDA), Monrovia, Liberia
1975-77	Visiting Associate Professor, Department of Agricultural Economics, Michigan State University, USA
1966-77	From Research Assistant to Senior Lecturer, Njala University, College, University of Sierra Leone

Other relevant experience:

- Member of several scientific societies; author of numerous publications.
- Leader of a 7 person team of independent consultants to conduct an evaluation of the FAO’s Global Special Programme for Food Security (2001).
- Leader of Mid-Term Review of ICIPE.
- Panel Member of 4th EPMR of ICARDA (1998).
- Consultant to IFAD/World Bank, Field Team Leader of a 7-person team of international consultants, and a 12-person team of national counterparts, on the re-design and appraisal of the IFAD-funded Roots & Tubers Investment project in Ghana (1997).
- Leader of a five-man team of consultant engaged by the World Bank to prepare the Village Infrastructure Project (VIP), for the Ministry of Agriculture and Forestry, Ghana (1996).
- Leader of a three-man team engaged by the World Bank to evaluate the SPAAR Frameworks for Action research projects in 6 African countries (1995).
- Leader of a three-man team engaged by Winrock International to evaluate the African Rural Social Sciences Research Network (1994).

BECKER, Barbara (Switzerland)

Executive Manager of the Swiss Centre for International Agriculture (ZIL) at the Swiss Federal Institute of Technology Zurich (ETH Zurich)

Expertise: Education:	Tropical agro-ecology, research management University of Kassel, Germany, Habilitation in agro-ecology, 1998. PhD, University of Göttingen, Germany, 1984 MSc in Tropical Agriculture, University of Göttingen, Germany, 1983 Biology and Mathematics, Degree for Secondary School Teachers ('1. Staatsexamen'), University of Göttingen, Germany, 1978.
Experience Since 12/1999	Executive Manager of the Swiss Centre for International Agriculture (ZIL) at the Swiss Federal Institute of Technology Zurich (ETH Zurich)
4/98-11/99	Senior Officer at the Information Centre for Genetic Resources (IGR) of the German Centre for Documentation and Information in Agriculture (ZADI), Bonn, Germany; Project Coordinator of the Federal Information System Genetic Resources (Bundesinformationssystem Genetische Ressourcen, BIG)
3/92-3/98	Senior Scientist at Kassel University, Germany, Department of International Agriculture, Institute for Crop Science
6/89-2/92	Liaison Officer for International Agricultural Research at the Council for Tropical and Subtropical Agricultural Research (Arbeitsgemeinschaft für tropische und subtropische Agrarforschung, ATSAF e.V.), Bonn
6/85-5/89	Field Project Officer of UNEP (United Nations Environment Programme) in the 'Integrated Pilot Project on Environmental Management and Protection of Andean Ecosystems' in Caja marca, Peru ('Proyecto Piloto de Ecosistemas Andinos')
6/84-4/85	Free lance consultant (several studies on arid-zone agriculture): Hendrikson Associierte Consultants GmbH, Eschborn, Germany; Association of the Churches` Development Service (AGKED), Stuttgart
9/81-4/82	Research Assistant at the Federal Research Centre for Forestry and Forest Products, Institute for World Forestry, Hamburg; BMZ/GTZ Research Project in Northern Senegal, 'Agroforestry in the vicinity of major villages and towns in the Sahel - Preconditions, tasks and possibilities for development'
2/81-6/81	Research work in the Integrated Project in Arid Lands (IPAL) of the UNESCO in Northern Kenya (Marsabit); Collaboration with ICRAF (International Council for Research in Agroforestry), Nair obi, Kenya
9/78-9/79	Africa Inland Mission, Kenya; Field work in an agricultural development project in Turkana (Northern Kenya)

Other relevant experience:

- 1997-2001 Board member of IBSRAM (International Board for Soil Research and Management, Bangkok, Thailand)
- 1994-1999 Editorial Board of *Agroforestry Systems*

BYERLEE, Derek (Australia)

Lead Economist and Agricultural Science and Technology Specialist, Rural Development Dept, World Bank.

Expertise:	Agricultural research policy and management
Education:	Ph.D. in Agricultural Economics, Oregon State University, USA, 1971; M.S. in Agricultural Economics, University of New England, 1968 B.S. in Agriculture, University of Adelaide, 1966.
Experience	
1994 to present	Lead Economist and Agricultural Science and Technology Specialist, Rural Development Dept, World Bank.
1987 to present	Director, Economics Programme, International Maize and Wheat Improvement Center (CIMMYT), Mexico.
1992 (Feb-Nov)	Visiting Fellow, Department of Agricultural Economics, Cornell University, USA.
1984 - 1987	Regional Economist, International Maize and Wheat Improvement Center (CIMMYT), South Asia (based in Islamabad).
1977-1983	Economist, CIMMYT, Mexico.
1971-1977	Assistant and Associate Professor, Department of Agricultural Economics, Michigan State University.
1974-1975	Research Fellow, Department of Agricultural Economics and Extension, Njala University College, Sierra Leone.

Other relevant experience:

- Consultant on many occasions for USAID, the World Bank, the Rockefeller Foundation, CGIAR/TAC, and the FAO.
 - Member of system-wide external review teams for the Consultative Group on International Agricultural Research (CGIAR) on natural resources management and eco-regional research (1999) and plant breeding and biotechnology (2000); Standing External Panel for CRSP US University Programme in Integrated Pest Management (1994-96); External Review, Postgraduate School of Agronomy, University of Buenos Aires, (1999); External Review of Natural Resources Management Programme of WARDA (1996); Chair of External Review of Social Science and Policy Research in ICRISAT (2001).
 - Member at various times of the Editorial Board or Associate Editor of *World Development*, *American Journal of Agricultural Economics*, *Agrociencias*, *Agricultural Economics*, and *Applied Agricultural Research*.
- Guest editor of special issue of *World Development* in 1998 on agricultural research policy in development.

GRIFFITH, W. John (USA and Australia)

Management Consultant

Expertise:	Governance, finance, organization and management, HR management and fund-raising in the private sector.
Education:	Corporate Board Effectiveness, 1996 and Programme for Management Development, Harvard Business School, 1986; B.E. (Civil Eng. 1965) and MBA, University of New South Wales, Australia (1970);
Experience	
1996-2002	Chairman of the Board, Holy Cross Health Corporation
1996	Retired.

Other relevant experience:

Past Panel Member of CIFOR, WARDA, CIMMYT and IBPGR reviews.

Annex III
TERMS OF REFERENCE
FOR EXTERNAL PROGRAMME AND MANAGEMENT REVIEWS
OF CGIAR CENTRES

BACKGROUND

Context

1. The Consultative Group on International Agricultural Research (CGIAR) is an informal association of over 50 members that supports a network of 16 international research centres in agriculture, forestry and fisheries. The CGIAR aims, through its support to the Centres, to contribute to promoting sustainable agriculture for food security in developing countries. Because the Centres constitute the core of the CGIAR, the effectiveness of each Centre is crucial to the continued success of the CGIAR (as a System).
2. Each Centre is an autonomous institution operating within the mandate assigned to it by the CGIAR, and is governed by a legally constituted Board that has full fiduciary responsibility for managing the Centre. To ensure accountability in an essentially decentralized system, each Centre is expected to be responsive to the CGIAR, which provides financial support for its work.
3. The CGIAR has established a tradition of External Programme and Management Reviews (EPMRs) to provide a mechanism of transparency and accountability to the Members and other stakeholders of the CGIAR System. EPMRs are the joint responsibility of TAC and the CGIAR Secretariat, and are conducted for each Centre approximately every five years. As each Centre is autonomous, EPMRs provide a measure of central oversight and serve as an essential component of the CGIAR's accountability system.

Integrated System of Reviews of Each Centre

4. Besides the EPMRs, Centre Commissioned External Reviews (CCERs) are undertaken at each Centre. These CCERs are commissioned by the Centre Boards to periodically assess the quality and effectiveness of particular aspects of a Centre's work. The terms of reference (TORs) for each CCER are determined by the Centre, based on broad principles endorsed by the CGIAR at ICW95 (ref. document entitled *Improving the Quality and Consistency of CGIAR's External Centre Reviews*, dated October 24, 1995).
5. EPMRs complement the CCERs by providing a CGIAR-commissioned and comprehensive external assessment of the Centre's programme and management, especially its future directions and the quality and relevance of its research. The TORs for the EPMRs (which update the "standard TORs" endorsed by the CGIAR at MTM95) are provided below. Guidelines for undertaking the reviews are issued separately.

TERMS OF REFERENCE

Objectives and Scope

6. EPMRs seek to inform CGIAR members that their investment is sound, or recommend measures to make it so. Members of the CGIAR and other stakeholders can be informed whether the Centre is doing its work effectively and efficiently. EPMRs are both retrospective and prospective; and help ensure the Centres' excellence, relevance and continued viability, and the CGIAR System's coherence. Each review is expected to be strategic in orientation and as comprehensive as the situation warrants.
7. The broad objectives of EPMRs are to: a) provide CGIAR members with an independent and rigorous assessment of the institutional health and contribution of a Centre they are supporting; and b) to provide the Centre and its collaborators with assessment information that complements or validates their own evaluation efforts, including the CCERs.
8. The EPMR panel is specifically charged to assess the following:
 - The Centre's mission, strategy and priorities in the context of the CGIAR's priorities and strategies;
 - The quality and relevance of the science undertaken, including the effectiveness and potential impact of the Centre's completed and ongoing research;
 - The effectiveness and efficiency of management, including the mechanisms and processes for ensuring quality; and
 - The accomplishments and impact of the Centre's research and related activities.
9. The topics expected to be covered by the EPMRs are listed below.

TOPICS TO BE COVERED

A. Mission, Strategy and Priorities

The continuing appropriateness of the Centre's mission in light of important changes in the Centre and its external environment since the previous external review.

The policies, strategies, and priorities of the Centre, their coherence with the CGIAR's goals (of poverty alleviation, natural resources management, and sustainable food security), and relevance to beneficiaries, especially rural women

The appropriateness of the roles of relevant partners in the formulation and implementation of the Centre's strategy and priorities, considering alternative sources of supply and the benefits of partnerships with others.

B. Quality and Relevance

The quality and relevance of the science practised at the Centre.

The effectiveness of the Centre's processes for planning, priority setting, quality management (e.g., CCERs, peer reviews and other quality and relevance assurance mechanisms), and impact assessment.

C. Effectiveness and Efficiency of Management

The performance of the Centre's Board in governing the Centre, the effectiveness of leadership throughout the Centre, and the suitability of the organization's culture to its mission.

The adequacy of the Centre's organizational structure and the mechanisms in place to manage, coordinate and ensure the excellence of the research programmes and related activities.

The adequacy of resources (financial, human, physical and information) available and the effectiveness and efficiency of their management.

The effectiveness of the Centre's relationships with relevant research partners and other stakeholders of the CGIAR System.

D. Accomplishments and Impact

Recent achievements of the Centre in research and other areas.

The effectiveness of the Centre's programmes in terms of their impact and contribution to the achievement of the mission and goals of the CGIAR.

Annex IV

ITINERARY OF THE EPMR PANEL

The Panel Chair had a formal briefing with the iSC Chair, the iSC Executive Secretary and the panel secretary for the ISNAR EPMR at FAO (Rome), on 23 October 2001 to discuss standard and specific-to-this-review terms of reference for this EPMR, and to review recent developments within the CGIAR and at ISNAR.

The whole EPMR Panel (including the consultant) visited ISNAR Headquarters from 25 February to 1 March 2002 for the Initial Phase of the Review. During this time the Panel received briefings from ISNAR Management and senior staff related to the mission and strategy of the Centre, its organizational and operating structure, and the support services of the centre. The Panel were also given presentations by MTP project leaders and their teams covering the range of research, service and training activities and outputs within each of the current 6 MTP projects. Follow-up discussions with individual and groups of staff, including a meeting with the Staff Council, also occurred at that time. Members of the Panel also had an opportunity to meet with members of the ISNAR Board and one member of the Panel attended a number of Board sessions. Most of the Panel departed from HQ on 2 March, with one staying on until 5 March.

Two members of the Panel visited Sri Lanka from 11-12 March to meet with staff from the CRI, CARP and the Ministry of Agriculture, and with an IWMI staff member. Thereafter, they visited Vietnam from 13-15 March and had meetings with staff at FAO-Vietnam, World Bank-FAO and MARD and NIAH. The Panel Chair met in Nairobi, from 3-4 March, with a number of ASARECA members at their annual meeting. From there, he flew to Mozambique and met with NARS representatives and donors, and had discussions with them about ISNAR's project work. A Panel member visited the ISNAR's Costa Rica office from 18-19 March for discussions with the regional office staff and with various stakeholders. From 1-4 April this Panel member was in Cuba to see the NPP project, and met with a large group of stakeholders and project participants. Another Panel member visited Mexico from 4-5 April to meet with a number of ISNAR collaborators and a range of other stakeholders. Throughout all these visits the Panel members had extensive discussion and interaction not only with ISNAR's direct clients but with a range of other key stakeholders.

In addition to these field visits, members of the Panel had numerous interactions, in person and by telephone with a broad range of ISNAR's clients and stakeholders (See Annex:).

The Panel reassembled at ISNAR HQ on 1 July for the Main Phase of the review. During that time the Panel had an opportunity to interact with the external team leader of the Impact Assessment study, and with the ISNAR Management Committee and ISNAR staff. Various chapters of the report were shared with the Management at final draft stage. On 19 July the report was presented to the Board Chair and to Senior Management and staff.

Annex V
LIST OF DOCUMENTS PROVIDED TO THE PANEL

A. Documents Provided by the TAC/iSC and CGIAR Secretariats

To All Panel Members:

1. Guidelines and TOR for EPMRs.
2. Food Secure World for All: Toward a New Vision and Strategy for the CGIAR.
3. Report of the Third External Programme and Management Review of the International Service for National Agricultural Research (ISNAR).
4. Documents regarding the most recent iSC strategic studies involving the Centre:
 - First Review of Systemwide Programmes with an Ecoregional Approach.
 - The Future Role of the CGIAR in the Development of National Agricultural Research Systems: A Strategy Study of Institutional Strengthening Research and Services.
5. The TAC Commentaries on ISNAR's 1998-2000, 1999-2001, 2000-2002, 2001-2003, 2002-2004 MTPs.
6. Regional Approach to Research for the CGIAR and its Partners.
7. 2002-2004 Research Agenda and Funding Requirements (latest MTM01) doc.
8. CGIAR AGM01 End of Meeting Report and ExCo Summary Record of Proceedings.
9. Evaluating Research Institutions: Lessons from the CGIAR. (S. Özgediz, *Knowledge, Technology, and Policy*, Winter 1999, Vol. 11, No. 4, pp. 97-113)

Supplementary documents, to relevant Panel Members (including the Chair):

10. Reference Guides for CGIAR International Agricultural Research Centres and their Boards of Trustees, August 1997. (Only to panel Chair and management specialists).
11. Financial Guidelines Series No. 1: Financial Management (Revised 1999).
12. Financial Guidelines Series No. 2: CGIAR Accounting Policies and Reporting Practices Manual (Revised 1999).
13. Financial Guidelines Series No. 5: CGIAR Indirect Cost Allocation Guidelines.
14. Financial Guidelines Series No. 6: CGIAR Procurement of Goods, Works, and Services. Exposure Draft (2001).

B. ISNAR Documents to EPMR Team

To All Panel Members and/or available at the Centre for reference:

15. Most recent annual report and comparable research reports.
16. Most recent Board approved strategic plan.
17. Most recent MTP.
18. Current org chart with brief description of management structure, and composition
19. List of IRS and NRS with qualifications.
20. ISNAR self-assessment reports with visitor reports by Prof. Tollens.
21. List of staff publications during the last 5 years.
22. List of all contracts and memoranda of understanding for cooperative activities with other Centres or institutions.
23. Handbook for ISNAR's Board of Trustees.
24. Table showing composition of the BOT during the past 5 years, along with an indication of the term of the current members and their specific roles.
25. Table showing base salary ranges, allowances and benefits for IRS and NRS.
26. Table showing IRS and NRS function title, org. unit of assignment, room number, length of service, gender, nationality, age and net base salary on 1 July 2000, 2001 and 2002.
27. Table summarizing staff turnover during the past 5 years.
28. Table listing IRS vacancies and length of recruitment process till final selection.
29. Brief description of into management systems and procedures (library and documentation, archives and records management, ICT, MIS.
30. Set of minutes covering Board and Board Committee meetings of last 5 years.
31. Staff Regulations for IRS-NRS.
32. Local compensation surveys.
33. External audit reports with management letters of last 5 years.
34. Chief financial officer reports to the Board of Trustees made during past 5 years.
35. Summary of actions taken in response to 3rd EPMR.

36. Outline of major issues confronting ISNAR.
37. Database of activities and output.
38. List of ongoing and completed projects during the past 5 years.
39. Summary of the main achievements, constraints and impact (impact assessment study).
40. Citation analysis.
41. List of reports of major planning conferences Internal Programme Reviews and expert meetings which have had major influence on the direction of ISNAR's programs.
42. Copies of all reports listed in document 31.
43. Quality management at ISNAR.
44. Programme and project planning at ISNAR.
- 45. Research on the Usefulness of ISNAR Publications – July 2002.**

Annex VI

STAKEHOLDER INTERVIEWS

**Individuals and groups with whom the Panel held substantial discussions,
in person or by telephone between February and July 2002**

NARS, NARI and SROs

Africa

Seyfu Katema, Executive Secretary ASARECA
Lema K, Munseki, President – Del. General, INERA, Dem. Rep, of Congo
Semera Amleson, DG, Agri. Research and Human Resource Dev., Eritrea
Emanuel Owusu Bennoad, DDG, Council of Scientific Research, Ghana
Romano Kiome, DG, Kenya Agri. Research Institute (KARI), Nairobi, Kenya
Robert Obura, IGA, Senior Lecturer, Egerton University, Kenya
 Eduardo Mundlane University, Mozambique:
Luis Neives, Dean, Vet Faculty
Dr. Romana, Acting Dean, Agronomy Faculty
Carlos M. Ribeiro, Coordinator, GRNB
Rui Brito, Lecturer
Fernando Songane, PROAGRI Coordinator, Mozambique
Paula Pimentel, DG, Animal Production Institute (IPA), Mozambique
Alima Issufo, Director, Forestry Research Centre CEF), Mozambique
Celesto Bias, DG Agron. Research Institute (INIA), Mozambique
Manuel Neis, Dep. Director, Vet Research Institute (INIVE), Mozambique
M. Haroun, Exec. Sec., Ag. Research Council (CATIA), Mozambique
Elie Gasore, Acting Director of Research, ISAR, Rwanda
Salih H. Salih, DG, Agricultural Research Council (ARC), Khartoum, Sudan
J. M. Haki, Director, Div of R&D, Min. of Ag. and Food Security, Tanzania
Joseph Mukiibi, DG, National Agricultural Research Organization, Uganda

Asia

C. Jayasekar, acting DG, Coconut Research Institute, Sri Lanka
Nimal Ranaweera, Additional Secretary, Min. of Ag. & Livestock, Sri Lanka
Dhayan Kirtisinghe, Executive Director, CARP, Sri Lanka
Nguyen van Bo, DG, MARD, Vietnam
Nguyen Viet Hai, Director of Int'l Co-operation, MARD, Vietnam
Hoang Kim Giao, Deputy Director, Nat. Inst. of Animal Husbandry, Vietnam
Nuyen Manh Dzung, National Institute of Animal Husbandry, Vietnam
Dao The Tuan, Vietnam Ag. Science Institute, Vietnam
Naeem Hashmi, DG, National Agricultural Research Centre, Pakistan

Latin America

Alvaro Rodriguez, Director Agricultural Research, Min. of Ag., Costa Rica
Alfredo Gutiérrez Yanis, Vice-Minister, MINAG, Cuba
 New Paradigm Project – Cuba:
 Central Project Team – Ministry of Agriculture (MINAG):
Olga Otero Rodriguez, Director, Science and Technology Division
Albina Maestrey Boza, S&T Div., Team coordinator
Maria Adriana Mato Bode, Former team coordinator

José Antonio González Labrada, Institute for Coffee Research
Adriana Ballester Hernández, Inst. for Plant Health Res. (INISAV)
Abilio Cárdenas García, Director, Soils Research Institute
Juan M. Pérez Valdivia, Director, Swine Research Institute (IIP) + 10 staff
Jorge Ovies Diaz, Director, (INISAV) + 5 staff
Maria del Carmen Pérez, Director, Inst. of Tropical Fruit Res. (IF) + 5 staff
Reps. from the following Ministries, Institutes and private sector:
 Institute for Forestry Research
 Institute for Horticulture
 Apiculture Research Station (EEA)
 Ministry of Higher Education (MES):
 Centre of Management Studies, Animal Sciences Institute,
 Agricultural Mechanization Centre
 Ministry for Science, Technology and Environment (CITMA)
 Ministry of Sugar (MINAZ)
 Food Industry Research Institute (IIIA)
 National Centre for Plant and Animal Health (CENSA)
 Entrepreneur Group of Pork Production (GRUPOR)
Enrique Alarcón, Secretary of FORAGRO at IICA, Costa Rica
Jesus Moncada, DG, INIFAP, Mexico
Juan Manuel Lemus, Director, CONACYT, Mexico
Carlos Arellano, Exec. Secretary, COFUPRO, Mexico
Raul Obando, Technical Secretary, COFUPRO, Mexico
Raul Romo, Gerente, Fundacion-Sonora, Mexico
Ramon Martinez Parra, Programme Director, INIFAP, Mexico
Lic Roberto Saldana, Jefe de Planeacion, INIFAP, Mexico
Erasmus Valenzuela, CIANO, Sonora, Mexico
Eduardo Casas, Investigador, Colegion de Posgrados, Montecillos, Mexico
Victor Palma, Director, National Agri. Innovation Programme, Peru

CGIAR Centres

Per Pinstrup-Andersen, Director General, IFPRI*
Peter Hazell, Director of Technology & Environment Programme, IFPRI
Geoff Hawtin, Director General, IPGRI*
Randy Barker, senior staff member, IWMI
Peter Ninnes, Executive Officer, CIMMYT

Donors / Members of CGIAR

Dana Dalrymple, Rob Bertram, Josette Lewis, Jeff Hill - USAID
Gilles Saint-Martin, EIARD chairman, French Ministry of Education
Klaas Tamminga, Dutch Donor Representative to the CGIAR
Jochen de Haas, BMZ, Germany*
Christina Grieder, Swiss Agency for Development and Co-operation*
Grethe Dittmer, Councillor, Danish Embassy, Danida
Paulino D'Uamba, Programme Officer, Danida, Mozambique
Bente Tapsoe-Jensen, TA in PROAGRI, Danida, Mozambique

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Vu Ngoc Tien, Programme Assistant, FAO-Vietnam
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Shantanu Mathur, Senior Officer, IFAD*
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Annex VII**ASSESSMENT OF ISNAR'S RESPONSE TO THE
RECOMMENDATIONS OF THE
1997 EXTERNAL PROGRAMME AND MANAGEMENT REVIEW (EPMR)**

The 1997 External Programme and Management Review (EPMR) of ISNAR made 12 recommendations. ISNAR's response to these recommendations has been taken into account in the appropriate sections of the Report. The 2002 update provide by ISNAR and the Review Panel's assessment of the status of implementation of the recommendations is presented in this Annex.

1997 EPMR Recommendations – No. 1

Define and interpret the niche both to guide ISNAR's own future planning and to improve the understanding of its role by its clients and the donor community.

ISNAR's 2002 Progress Report

Implemented. Following the 3^d EPMR, ISNAR redefined and clarified its niche, i.e., mission, mandate, strategic directions, and areas of comparative advantage, in its 1997 strategy ("When NARS retool"). In 1997 we also elaborated on methods for setting our priorities and focusing its activities and expressed these in the new Medium Term Plans. The changes in institutional setting in many developing countries during the second half of the 1990s, and the new guidance given to the CGIAR system as part of its 3^d External Review ("The Strong Commission) in 1998 and the Change Design and Management Team (CDMT) recommendations in 2000/2001, led to a further revision of ISNAR's strategic outlook, implemented from 2002 as its New Road Map. The ISNAR Board of Trustees played a major role in guiding this process, which was also undertaken during a period of increasing funding constraints for ISNAR, the CGIAR and national agricultural research institutions. Like in 1997, the strategic guidelines of the New Road Map were developed in a consultative mode with external shareholders and stakeholders from developing and developed countries, and with popular participation of ISNAR staff. ISNAR believes its New Road Map represents current thinking on institutional innovation in research, and provides new impetus to the creation of partnership between private and public sector interests. The New Road Map has led to further focusing on a more limited number of issues where ISNAR may have a comparative advantage and forms the direct basis for the revolving Medium Term Plans and the organizational structure of ISNAR itself. As part of this new strategy ISNAR has significantly decentralized its work to have more permanent presence closer to our partners in Africa, Asia and Latin-America, and strengthened our interface to donors both in industrialized and developing countries.

2002 EPMR Panel's Comments

ISNAR has gone through two strategic planning exercises during the review period. The 4th EPMR Panel has commented extensively on ISNAR's two strategic plans, their development and implementation, in Chapters 2 and 4 of this report. While, in the Panel's view ISNAR's vision and mission are reasonable and appropriate, it failed to clearly identify the types of products and services it would produce, its priority clients, and its strategic priorities. ISNAR needs to do much more in explaining its new vision, mission, and strategy to its stakeholders.

1997 EPMR Recommendations – No. 2

Move more towards the research-based end of the service spectrum, gradually leaving the less research-based part to other service providers.

ISNAR's 2002 Progress Report

Implemented. We strengthened our research activities through the development and implementation of the new strategy from 1998. That strategy defined four thrusts to enable ISNAR to become a more proactive service institution and to assist research institutions in preparing for the changes ahead. We also improved our research-based services by learning from our involvement in the field, institutionalizing the lessons learned, and disseminating the results widely, e.g., through publications such as *Financing Agricultural Research: A Sourcebook* (published in 1998), *Planning Agricultural Research: A Sourcebook* (published in 2000), and *Information Systems for Agricultural Research Management* (published in 2001).

2002 EPMR Panel's Comments

While the Centre recognized the need and desire to move in this direction, and indicated this in its Strategic Plan, the Panel was not convinced that the ISNAR moved aggressively enough in this direction. Indeed, one of the concerns of the Panel is that research outputs have been falling over the review period (Chapter 4.7). The issue is discussed in more detail in Chapters 2 and 4 of the Panel's report.

1997 EP MR Recommendations – No. 3

Move up in the capacity building ladder, concentrating more on building institutional capabilities both within and outside NARS in countries and regions.

ISNAR's 2002 Progress Report

Implemented. ISNAR has worked to move up the capacity building ladder. We continued to develop and improve tools and approaches that NARS institutions can use to help themselves (e.g., Analytic Hierarchy Process, approaches to improve the contribution of universities to national agricultural research, INFORM-R). We also helped build and strengthen the capacity of institutions outside the NARS that can provide services and training to NARS (e.g., ASARECA, CORAF, and Global Forum on Agricultural Research, and in system-wide CGIAR training initiatives such as the INTG).

Achievements in efforts to strengthen NAROs, such as Embrapa, AIM or NAARM are varied. Partnerships with the private sector are limited but particularly strong in countries in Latin America. Our main effort during the period has been the packaging of ISNAR knowledge into training modules which have then been made available as global public goods for free or at nominal cost via the internet, CD-ROM or as paper copies. After a detailed registration system was put in place we have recorded 2952 downloads on the Internet during the years 1999-2001, over 200 CD-ROMS (each containing 10 training modules) have been distributed together with about 450 paper copies. ISNAR's training of trainers approach, and our use of ISNAR Global Associates to support this, have meant significant spin-offs of activities that during the previous EP MR period would have been recorded as ISNAR time. The electronic public domain versions of the ISNAR training modules constitute the single biggest effort to ensure that service functions are carried out outside the ISNAR domain. Whilst privacy rules prevent ISNAR from publishing the names of the institutions downloading our modules, they include many private consultancy firms worldwide, universities and private and public institutions also outside the more limited agricultural research field. In 2001 the Internet downloads were distributed thus: Africa: 24%, Asia: 16%, Latin America and the Caribbean: 21%, West Asia and North Africa: 8%, North America: 8%, W. Europe: 21% and Central and E. Europe: 2% .

2002 EP MR Panel's Comments

The Centre responded satisfactorily to the recommendation.

1997 EPMR Recommendations – No. 4

Reformulate its strategy in light of changes in its environment and its assessment of external challenges.

ISNAR's 2002 Progress Report

Implemented. The strategy was reformulated in 1997 and implemented in 1998 in light of changes in ISNAR's environment and its assessment of emerging challenges. NARS representatives were invited to an expert consultation in 1997 to identify these challenges. In view of the growing debate on CGIAR's role in an increasingly liberalized and globalized world, including the 3rd CGIAR External Systems Review and the work of the Change Design and Management Team of the CGIAR under its new chairman, ISNAR revisited its strategy in late 2000 and early 2001. Called ISNAR's New Road Map, and developed by ISNAR's total staff in close consultation with developing country resource persons, new emphasis was put on institutional innovation and ISNAR's role in promoting and facilitating this. These new strategic directions now form the direct basis for ISNAR's Medium Term Plan 2002-2004, and create a one-to-one relationship between strategy and organization. Both the earlier 1998 Strategy and the New Road Map were considered by TAC and approved by the CGIAR membership.

2002 EPMR Panel's Comments

ISNAR has reformulated its strategy twice in the past four years. See response to Recommendation No 1.

1997 EPMR Recommendation – No. 5

Policy programme to focus on a related set of problems and issues in an integrated manner, research agenda of key policy factors, improve institutional memory, improve research quality, target publications to policymakers, strong allies, and improve staff mix.

ISNAR's 2002 Progress Report

Implemented. ISNAR has addressed many of the detailed sub-recommendations in Recommendation 5 as part of the new strategy in 1998, the New Road map in 2001 and the following rounds of reorganizations that took place in 1998, and 2000 and late 2001/2002. During the first 1998 round, where staff themselves selected the groups in which to be associated, we made additional efforts to ensure a critical mass in the programs and to group staff around key themes in order to better learn from each other. In addition, our activities were refocused from 18 to 12 key priority areas. In the New Road Map in 2001/2002 we have limited ISNAR's work to 6 areas that are also our current MTP projects. Policy issues are now concentrated in one MTP. ISNAR has paid particular attention to publications attempting to reach policy makers, e.g. F. Idachaba, 2000 (Agricultural Policy Process in Africa) and a series of publications on biotechnology and intellectual property policy issues for policy makers. We maintained and strengthened alliances with other international organizations (e.g., WB, FAO, IFAD, UNDP, UNAIDS and the regional development banks in Asia, Africa and Latin-America), and became a WHO Associate Institution. Major efforts have been made in decentralizing ISNAR to bring ISNAR closer both to national developing country institutions and to donors who also decentralized decision-making. In 1996 ISNAR had no office outside The Hague (but got a project presence in Quito, Ecuador in 1996/67, at IICA). In 2002 we have offices in San José, Costa Rica (with IICA), Ibadan, Nigeria (with IITA), In Entebbe, Uganda (with ASARECA), in Los Banos, The Philippines (with IRRI), and in Washington DC, USA (with IFPRI). During 2002 offices will be opened in Pretoria, South Africa (with ARC) and re-opened in Brasilia, Brazil (with EMPBRAPA). In this way ISNAR has also built stronger ties with traditional allies. Approx. 30% of ISNAR's professional staff will then be outposted. In 1996 ISNAR had 41 internationally recruited staff of whom 3 were female (7%). In 2002 we have 38 internationally recruited staff of whom 10 are female (26%). In 1996 we had 54 nationally recruited staff (44 female, 81%), in 2002 we have 41 nationally recruited staff (33 female, 81%). The number of internationally recruited staff from developing regions has increased from 13 (32%) to 16 (42%), and international staff from North America, Europe and Oceania has decreased from 28 to 22. In addition we have 17 IGA Associates, 10 male, 7 female, all professionals from developing countries. ISNAR therefore draws on a total pool of international professionals of 55, of whom 33 (60%) come from developing countries and 17 are female (31%). ISNAR believes it has made major steps forward in ensuring that staff mix has improved, indeed, when including the IGA Associates ISNAR is probably the leading institute in the CGIAR both in terms of proportion of developing country scientists and female scientists. ISNAR has revitalized its Publications Committee and external refereeing of manuscripts as part of a quality control drive. Scientific and professional performance is, for each staff member, important criteria the annual performance assessment which is directly linked to any salary increases. Central Files, our formal institutional memory, has been redesigned, and acquired tailor-made modern computer-assisted registration software.

2002 EPMR Panel's Comments

The Panel disagrees that ISNAR has reformulated its policy programme and in fact, the Panel noted that capacity had eroded since the 3^d EPMR and there is currently little capacity in this area (except some aspects of biotechnology policy). (see Section 4.1). The Panel also notes that ISNAR did not respond to the recommendation relating to staff skill mix, by hiring internationally recognized staff in the organizational and management sciences.

1997 EPMR Recommendation – No. 6

Management programme to expand work on benchmarking, role in information systems, focus future activities.

ISNAR's 2002 Progress Report

Partly implemented. We reformulated our priorities in our new strategy in 1997 and the New Road Map in 2001/2002. Benchmarking was not part of the key priorities and only one study has been conducted during the period. During the period ISNAR has completed, distributed and implemented a modernized version of the INFORM management information system, including a major book (R. Vernon, 2001) and an advanced training module. ISNAR did make an effort to devolve responsibility for distribution and software maintenance to a private foundation in The Netherlands, but the foundation has become non-functional. To a limited extent ISNAR honours earlier agreements for implementation of Windows-based INFORM-family systems, against full cost recovery, but development efforts have seized. ISNAR does not believe that it now has a strong comparative advantage in the software development field.

2002 EPMR Panel's Comments

The Panel agrees that benchmarking was not seriously attempted. The Panel also agrees with ISNAR's decision to phase out its support to INFORM.

1997 EPMR Recommendation – No. 7

Implement public awareness strategy.

ISNAR's 2002 Progress Report

Implemented. A 0.7FTE public awareness position functions as of year 2000. Public awareness strategies are currently developed in cooperation with CGIAR system-wide initiatives (Future Harvest, PARC). In 2001/2002 ISNAR has redefined the task to Corporate Communication and a corporate communication strategy is under development by an internal group. Public awareness efforts included a series of professionally made radio programs in year 2000 (ISNAR's 20th Anniversary) on impacts of agricultural research in English, Spanish and French made available to local radio stations in the developing world, with sections also broadcast on BBC World Service and Deutsche Welle. We understand many millions of developing country listeners, and also many in industrialized countries, listened in to interviews with NARS and ISNAR leaders on the role of agricultural research for the poor and for the environment. The radio programs have also been available on ISNAR's web site, which has been vastly improved during the review period and is reported to be of great help to developing and industrialized countries alike. The ISNAR web pages currently receive about 430 visitors per day, and since 1 Jan 2001 have been visited by over 192,000 Internet readers (per mid-Feb. 2002). Although the smallest of the 16 CGIAR Centres ISNAR ranks 6th in terms of visits to Centre web pages.

2002 EPMR Panel's Comments

The Panel commends this initiative but recommends a further increased role in public awareness/advocacy.

1997 EPMR Recommendation – No. 8

Benchmark best practices regarding spousal employment.

ISNAR's 2002 Progress Report

Implemented. ISNAR is in the forefront regarding spouse employment opportunities compared with other CGIAR Centres. We are the first CGIAR Centre where spouses, regardless of country of origin, may receive a work permit in The Netherlands as part of the new headquarters agreement. ISNAR is grateful to the Dutch government for their willingness to change our headquarters agreement in this way.

2002 EPMR Panel's Comments

The Panel concurs.

1997 EPMR Recommendation – No. 9

Recruit staff with degrees in management.

ISNAR's 2002 Progress Report

Partly implemented. Financial constraints and downsizing have limited our abilities to recruit further new staff with advanced degrees in management. However, during 1997-2002, three ISNAR staff members have obtained MBAs, and one earned a Bachelor's degree in Business Management. One staff member obtained the equivalent of a bachelor's degree in Dutch law and is expected to complete her master's degree in law in 2002. All of these staff members are female and they have received partial financial support from ISNAR. Staff with such competences have been given positions in the institution where their skills are best utilized. The ISNAR Global Associates Programme allows the association of management and other disciplines.

2002 EPMR Panel's Comments

The Panel notes the comments. The context of this recommendation was that ISNAR needs senior level managerial competencies (with formal training in the field) to ensure that ISNAR has leading edge competencies and to assist NARS in implementing change. The Panel notes the assistance given to three existing staff to obtain their MBAs: one in 1996, one in 1998 and the most recent in 2000. There is still a need for the experienced management theorist and practitioners called for in the 3rd EPMR. The Panel sees no benefit in adding further Dutch law competency to that already available, noting that other CGIAR Centres find it cost-effective to outsource legal issues.

1997 EPMR Recommendation – No. 10

Link staff performance with rewards and replace pay system.

ISNAR's 2002 Progress Report

Implemented. A new performance-based salary system has been developed and implemented from 1 Jan 2001. The system includes new salary ranges which for internationally recruited staff (IRS) are based on the 1999 CGIAR-wide remuneration survey, and for nationally recruited staff (NRS) are based on a local salary survey among the major international competitors in the local labor market. Annual salary increases are directly linked to performance rating. Promotions (career advancement) are for programme staff linked to impact and for administrative staff they are linked to competencies required to perform the tasks actually assigned by the responsible supervisor. To further facilitate career opportunities at ISNAR, the maximum limit of the fixed term staff employment contracts was increased from 2 years to 5 years.

2002 EPMR Panel's Comments

The Panel concurs with Management's comments.

1997 EPMR Recommendation – No. 11

Develop human resource management strategy.

ISNAR's 2002 Progress Report

Implemented. An integrated strategy for human resource development is now laid out in the ISNAR staff regulations.

2002 EPMR Panel's Comments

The Panel concurs.

1997 EPMR Recommendation – No. 12

Revisit Central Files.

ISNAR's 2002 Progress Report

Implemented. Central Files and its functions have been revisited as part of the new ISNAR information strategy. A new Central Files system using tailor-made database software was completed in early 2001.

2002 EPMR Panel's Comments

The Panel concurs.

Annex VIII
GLOSSARY OF ACRONYMS

AARINENA	Association of Agricultural Research Institutions in the Near East and North Africa
ACIAR	Australian Centre for International Agricultural Research
ADB	African Development Bank
AHP	Analytic Hierarchy Process
APAARI	Asia Pacific Association of Agricultural Research Institutions
ARIS	Agricultural Research Information Systems
ARMT	Agricultural Research Management Training
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASTI	Agricultural Science and Technology Indicators
BMZ	Bundesministerium für Wirtschaftliche
BOT	Board of Trustees
CABI	Commonwealth Agricultural Bureau International
CAC	Central Asia and the Caucasus
CAS	Central Advisory Service
CCER	Centre Commissioned External Reviews
CDC	Centres' Directors' Committee
CDMT	Change Design and Management Team
CG	Consultative Group
CIAT	International Centre for Tropical Agriculture
CIMMYT	International Maize and Wheat Research Centre
CIP	International Potato Centre
CP	Challenge Programme
CTA	Technical Centre for Agricultural and Rural Cooperation
DG	Director General
DGIS	Directoraat-Generaal voor Internationale Samenwerking
EIARD	European Initiative for Agricultural Research for Development
EMBRAPA	Brazilian Agricultural Research Corporation
EPMR	External Programme and Management Review
EU	European Union
F&A	Finance and Administration
FAO	Food and Agriculture Organization
FARA	Forum for Agricultural Research in Africa
FORAGRO	Forum for the Americas on Agricultural Research and Technology Development
GFAR	Global Forum for Agricultural Research
HQ	Head Quarters
HR	Human Resources
IADB	Inter-American Development Bank
IARC	International Agricultural Research Centre
IBS	ISNAR's Biotechnology Service
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRA	International Centre for development oriented Research in Agriculture (France)
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IGA	ISNAR Global Associates
IICA	Inter-American Institute for Cooperation on Agriculture
IITA	International Institute of Tropical Agriculture

INFORM-R	Information for Research Management – Relational
INTG	Inter-Centre Training Group
IP	Intellectual property
IPG	International Public Good
IPGRI	International Plant Genetics Resource Institute
IRRI	International Rice Research Institute
IRS	International Recruited Staff
ISC – ISC	Interim Science Council
ISNAR	International Service for National Agricultural Research
IT	Information Technology
IWMI	International Water Management Institute
LAC	Latin America and the Caribbean
MIS	management information systems
MTP	Medium-Term Plan
NAARM	National Academy of Agricultural Research Management
NARI	National Research Institute
NARO	National Agricultural Research Organization
NARS	National Agriculture Research System
NGO	Non-Governmental Organization
NRM	natural resource management
NRS	Nationally Recruited Staff
OPAS	Organizational Performance Assessment System
PAA	Personnel Appraisal and Awards
PD	programme director
PM&E	Project Management and Evaluation
PPP-LAC	Public Private Partnership Project in Latin America
R&D	Research and Development
RENEWAL	Regional Network on HIV/AIDS, Rural Livelihoods and Food Security
S&T	Science and Technology
SDC	Swiss Agency for Development and Cooperation
SRO	Subregional Organizations
SSA	Sub-Saharan Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAC	Technical Advisory Committee
TNA	Training Needs Assessment
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
WHO	World Health Organization
WIPO	World Intellectual Property Organization
ZEF	Zentrum für Entwicklungsforschung