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Report of a Workshop

IMPROVING AGRICULTURAL RESEARCH ORGANIZATION AND MANAGEMENT: IMPLICATIONS FOR THE FUTURE

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ISNAR

International Service for National Agricultural Research

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

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

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

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

Australia
Belgium
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Report of a Workshop

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IMPROVING AGRICULTURAL RESEARCH ORGANIZATION AND MANAGEMENT: IMPLICATIONS FOR THE FUTURE

8 to 12 September 1986
The Hague, The Netherlands

WATTE MEMORIAL BOOK COLLECTION
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1994 BUFORD AVENUE, UNIVERSITY OF MINNESOTA
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ISNAR

International Service for National Agricultural Research

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Schedule of Workshop

IMPROVING AGRICULTURAL RESEARCH ORGANIZATION AND MANAGEMENT: IMPLICATIONS FOR THE FUTURE

ISNAR

September 8 – 12, 1986

Monday, 8 September

Theme: **STRENGTHENING NARS – AN EMERGING ISNAR STRATEGY**

Chairman: H.K. Jain
Rapporteur: P. Sivan
Co-Rapporteur: A. Fletcher

08:45 – 09:30 Welcome and Introduction to ISNAR A. von der Osten
09:30 – 10:15 The ISNAR Research Program H.J.C. Elliott
10:15 – 10:45 Coffee Break
10:45 – 11:00 Training for Research Managers D.M. Wood
11:00 – 12:15 Considerations for Strengthening NARS T.A. Taylor
12:15 – 14:00 Lunch at ISNAR
14:00 – 15:15 A Data Base for NARS P. Pardey
15:15 – 15:45 Coffee Break
15:45 – 16:00 ISNAR Slide Show

Tuesday, 9 September

Theme: **ORGANIZATION AND STRUCTURE**

Chairman: G. Hariri
Rapporteur: S. Parasram
Co-Rapporteur: B.T. Mook

08:45 – 10:15 Structure and Organization in NARS H.K. Jain
10:15 – 10:45 Coffee Break
10:45 – 12:15 Efficiency and Effectiveness:
A Managerial Perspective S.H. Hobbs
12:15 – 14:00 Lunch
14:00 – 15:15 Organization and Structure in:
Kenya W. W. Wapakala
The Gambia M. Sompo-Ceesay
Sri Lanka S. Gunawardena
Togo T. Aithnard &
Nguyen-Vu
15:15 – 15:45 Coffee Break
15:45 – 17:00 Discussion on Organization and Structure
Discussion Initiators D. Gapasin
E. Madrid
M. Touré
19:30 Dinner Atlantic Hotel

Wednesday, 10 September

Theme:	PLANNING AND PROGRAMMING: INFORMATION SYSTEMS AND PROCESSES	
Chairman:		G. Rocheteau
Rapporteur:		T. Aithnard
Co-Rapporteur:		C.B. Johnson
08:45 – 10:15	Management Information Systems for Planning and Programming in NARS	R. King
10:15 – 10:45	Coffee Break	
10:45 – 12:15	Computerized Program Budgeting System	R. Devred
12:15 – 14:00	Lunch	
14:00 – 15:15	Planning and Programming in: Morocco Madagascar Indonesia	H. Faraj C.P. Ravohitrarivo S. Karama
15:15 – 15:45	Coffee Break	
15:45 – 17:00	Discussion on Planning and Programming Discussion Initiators	C. Serghiou C. Moran M. Coulibaly
17:00 – 17:45	Evaluation of Agricultural Research	M. Dagg

Thursday, 11 September

Theme:	HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT	
Chairman:		C. Valverde
Rapporteur:		A. Vasquez
Co-Rapporteur:		D.M. Wood
08:45 – 10:15	Key Issues in Human Resource Planning and Management	B.T. Mook & P. Bennell
10:15 – 10:45	Coffee Break	
10:45 – 12:15	Human Resource Development in: Thailand Zimbabwe	Tanongchit W. P. Chigaru
12:15 – 12:45	Coffee Break	
12:45 – 13:30	Discussion on Human Resource Development Discussion Initiators	C. Lopez S. E. Tebong O. Leiva

Friday, 12 September

Theme:	SUMMARY AND CONCLUSIONS OF WORKSHOP	
Chairman:		R. Contant
Rapporteur:		D. McLean
08:45 – 10:15	Report by Rapporteurs and Group Discussion: Recommendations for Future ISNAR-NARS Collaboration	
10:15 – 10:45	Coffee Break	
10:45 – 12:15	Continuation of Rapporteurs Reports and Discussion	
12:15 – 12:30	Concluding Remarks	A. von der Osten
14:00 – 19:30	Bus tour to Delta Expo	

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WELCOME ADDRESS

A. von der Osten

A cordial welcome to ISNAR. I am delighted to greet you this morning and to open our workshop on “Improving Agricultural Research Organizations and Management: Implications for the Future”.

My colleagues and I have high expectations regarding the outcome of this event. We count on you, on your participation, on your discussion and on your guidance for the future evaluation of our program. We consider this to be your meeting.

Let me remind us briefly of the purpose of this workshop:

1. to share your experiences on management issues with your colleagues from other regions and countries. We shall listen;
2. to review with us ISNAR joint progress (or the lack thereof) on common issues and projects. We hope for a critical assessment;

3. to identify priority areas for future collaboration;
4. to identify topics in which additional research is needed. This could lead us to an agenda for future work.

I need not comment on the agenda. The three main topics on our schedule for this week represent issues common to all of us. They are important to any system.

The program for our workshop – in particular the timetable – is meant to be indicative. It should serve as a framework, allowing flexibility, rather than a straightjacket. Let us adjust the length of individual sessions in accordance with needs for discussion.

Let me end this brief welcome by thanking you for having come to ISNAR to work with us during this week. We know how busy your schedule is, and we appreciate the time you dedicate to this event. I look forward to lively discussions and to a productive meeting.

Opposit page:
General view of workshop



The logo for ISNAR, featuring the word "isnar" in a bold, italicized, lowercase sans-serif font. The letters are black with a white outline, giving it a three-dimensional appearance. The 'i' has a dot, and the 'a' has a tail that curves upwards.

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