



ISNAR



Catalog of Publications
1999 - 2000

Le Catalogue des Publications / Catálogo de Publicaciones

ISNAR's mandate

The mandate of the International Service for National Agricultural Research (ISNAR) is to assist developing countries in bringing about lasting improvements in the performance of their national agricultural research systems and organizations. It does this by promoting appropriate agricultural research policies, sustainable research institutions, and improved research management. ISNAR's services to national research are ultimately intended to benefit producers and consumers in developing countries and to safeguard the natural environment for future generations.

ISNAR was established in 1979 by the Consultative Group on International Agricultural Research (CGIAR), on the basis of recommendations from an international task force. It began operating at its headquarters in The Hague, the Netherlands, on September 1, 1980.

ISNAR is a nonprofit autonomous institute, international in character, and apolitical in its management, staffing, and operations. It is financially supported by a number of the members of the CGIAR, an informal group of donors that includes countries, development banks, international organizations, and foundations. Of the 16 centers in the CGIAR system of international centers, ISNAR is the only one that focuses specifically on institutional development within national agricultural research systems.

Le mandat de l'ISNAR

Le Service International pour la Recherche Agricole Nationale (ISNAR) a pour mandat d'assister les pays en développement soucieux d'améliorer de manière durable les performances de leur système national de recherche agricole et des organisations qui en font partie. L'ISNAR accomplit cette tâche par le biais de la promotion de politiques de recherche agricole pertinentes et d'institutions de recherche durables ; il encourage également l'amélioration des pratiques de gestion de la recherche. Le but final des services que l'ISNAR rend à la recherche nationale est le bien-être des producteurs et consommateurs des pays en développement, ainsi que la conservation de l'environnement naturel pour les générations à venir.

L'ISNAR a été fondé en 1979 par le Groupe Consultatif pour la Recherche Agricole Internationale (GCRAI) sur la base de recommandations émises par une équipe d'experts internationaux. Le Service a commencé à déployer ses activités le 1^{er} septembre 1980, à La Haye, aux Pays-Bas, lieu de son siège.

L'ISNAR est un institut autonome à but non lucratif, international de caractère et apolitique quant à sa gestion, son personnel et son mode de fonctionnement. Le financement de ses activités est assuré par plusieurs des membres du GCRAI, groupe informel de bailleurs de fonds qui comprend des pays, des banques de développement, des organisations internationales et des fondations. Des 16 centres internationaux du système du GCRAI, l'ISNAR est le seul à se concentrer spécifiquement sur le développement institutionnel au sein des systèmes nationaux de recherche agricole.

La misión del ISNAR

El mandato del Servicio Internacional para la Investigación Agrícola Nacional (ISNAR) es asistir a los países en desarrollo a lograr mejoras duraderas en el desempeño de sus sistemas y organizaciones nacionales de investigación agrícola. El ISNAR logra sus objetivos promoviendo políticas de investigación agrícola adecuadas, instituciones de investigación sostenibles, y el fortalecimiento de la dirección de la investigación. Los servicios que el ISNAR presta a la investigación nacional están dirigidos a beneficiar a los productores y consumidores en los países en desarrollo y a resguardar el medio ambiente para las generaciones futuras.

El ISNAR fue creado en 1979 por el Grupo Consultivo para las Investigaciones Agronómicas Internacional (GCIAI), por recomendación de una comisión de estudio internacional. Inició sus actividades en su sede de La Haya, Países Bajos, el primero de septiembre de 1980.

El ISNAR es un organismo autónomo, sin ánimo de lucro, de carácter internacional, y apolítico en cuanto a su administración, personal y operaciones. Recibe apoyo financiero de varios miembros del GCIAI, un grupo extraoficial de donantes compuesto de países, bancos de fomento, organizaciones internacionales y fundaciones. De los 16 centros que componen la red del GCIAI, el ISNAR es el único que se dedica principalmente al tema de la investigación agrícola nacional.

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International Service for National Agricultural Research
Service International pour la Recherche Agricole Nationale
Servicio Internacional para la Investigaci n Agr cola Nacional

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Welcome to the ISNAR Catalog of Publications

The 1999 ISNAR Catalog of Publications lists all official ISNAR publications currently in print, as well as several books produced in collaboration with other publishers. Copies of ISNAR publications are distributed to a large number of depository libraries in every region of the world. A complete list of these libraries is included on pages 43-51 of this catalog. Many ISNAR publications can be accessed electronically as well, from ISNAR's World Wide Web site. Publications with complete versions posted on the World Wide Web are marked with **www**. New publications will be posted throughout the year, so check our Web site periodically for new titles. The address is <http://www.cgiar.org/isnar>.

At ISNAR's discretion, single copies of the publications listed in part I are provided free of charge to developing-country individuals and institutions working in the areas of agricultural research policy, organization, and management. To request a free publication, write a brief letter, preferably on your organization's letterhead, and send it to ISNAR Publication Services, P.O. Box 93375, 2509 AJ The Hague, The Netherlands; fax: 31-70-381-9677 or email ISNAR@CGIAR.ORG. Include the full title, author's name, and publication number (if applicable). Also briefly note why you need the publication or what use you intend to make of it. Documents are available only in the language or languages in which their title appears.

Developed-country institutions and individuals are asked to pay a small donation plus 15% for shipping and handling. The prices are as follows: Briefing Papers: \$2.50; Country Reports: \$5.00; Reports of Meetings: \$10.00; Books, Research Reports, and Technology Triangle: \$10.00; Research Management Guidelines: \$20.00; all others: \$5.00. Corporate publications are provided free of charge. If you wish to receive a copy of the annual Catalog of Publications, please use the mailing list form found on page 53.

Part II, Training Modules and Manuals is new. ISNAR expects that it will be expanded quickly as modules currently in production are finalized. For an up-to-date list check the **www** site.

Documents listed in part III are not published by ISNAR. They can be purchased directly from the publisher using the information provided.

Some of ISNAR's earlier series have been closed. That is, no new titles are being added, although many of the already published titles are still in print. These series are the Human Resource Management Series, OFCOR Series, RTTL Series, and Working Papers.

Le nouveau catalogue des publications de l'ISNAR

Le Catalogue des publications 1999 contient la liste de toutes les publications officielles de l'ISNAR qui sont actuellement disponibles, ainsi qu'une liste des ouvrages publiés en collaboration avec d'autres maisons d'édition. De par le monde, un grand nombre de bibliothèques reçoivent des exemplaires des publications de l'ISNAR. La liste complète de ces bibliothèques dépositaires se trouve aux pages 43–51 du présent catalogue. Par ailleurs, il est actuellement possible de lire la version électronique de bon nombre de nos publications : vous y aurez accès en passant par le site informatique de l'ISNAR sur le Web. Les titres accompagnés des lettres **www** indiquent qu'une version intégrale de la publication en question a été installée sur le Web. De nouvelles publications viendront s'ajouter progressivement à cette bibliothèque électronique et il est donc recommandé de visiter le site ISNAR de temps à autres pour découvrir les nouvelles acquisitions. L'adresse de la page d'accueil de l'ISNAR est <http://www.cgiar.org/isnar>.

Suivant son bon jugement, l'ISNAR offre gratuitement des exemplaires uniques des publications citées dans la Section I du catalogue aux personnes et aux institutions qui jouent un rôle actif dans les domaines liés aux politiques, à l'organisation ou à la gestion de la recherche agricole. Si vous souhaitez obtenir une de nos publications, veuillez nous faire parvenir votre demande par écrit (de préférence sur du papier à lettres portant l'en-tête de votre organisation) en l'adressant aux Services des publications de l'ISNAR (B.P. 93375, 2509 AJ La Haye, Pays-Bas). Vous pouvez également nous envoyer votre requête par télécopie au numéro *31-70-381.96.77 ou par courrier électronique à : ISNAR@CGIAR.ORG. Prenez soin d'indiquer le titre complet de l'ouvrage requis, le nom de l'auteur, et — le cas échéant — le numéro de la publication. Nous vous saurions gré de nous expliquer aussi, brièvement, pourquoi vous vous intéressez à l'ouvrage en question et quel usage vous comptez en faire. Une mise en garde : la langue du titre correspond à la langue de la publication (la version originale et la ou les traduction(s) apparaissent donc séparément). Ne sont disponibles en français que les ouvrages portant un titre en français.

Les ressortissants individuels ou les membres d'institutions du monde industrialisé sont priés de payer une somme modeste pour chaque document et, de plus, un ajout de 15 % du montant total pour couvrir les frais d'administration et d'expédition. La contribution de base est fixée aux montants suivants : 2,50 \$ É-U pour les Notes informatives (Briefing Papers) ; 5,00 \$ É-U pour les rapports de pays ; 10,00 \$ É-U pour les livres et rapports de recherche ou de conférences, et pour le livre « Production et transfert de technologies » (« The technology triangle » en anglais) ; 20,00 \$ É-U enfin pour les Guides pratiques de la gestion (Research Management Guidelines). Pour tous les autres documents nous demanderons un paiement de 5,00 \$ É-U, exception faite des publications institutionnelles que nous diffusons gratuitement. Si vous souhaitez vous abonner au catalogue des publications (qui paraît annuellement), veuillez renvoyer la fiche d'abonnement que vous trouverez à la page 53.

La section II du catalogue — les modules et manuels de formation — constitue une addition nouvelle qui s'agrandira probablement assez rapidement, puisque bon nombre de modules de formation en voie de production vont bientôt s'achever. Consultez donc régulièrement le site ISNAR sur le Web qui comportera toujours la dernière mise à jour de la liste des matériels de formation disponibles. Les prix des modules et manuels de formation sont fixés (et donc aussi indiqués) individuellement.

Les ouvrages cités en section III du catalogue ne sont pas publiés par l'ISNAR mais peuvent être commandés directement auprès de la maison d'édition concernée, en suivant les instructions indiquées.

L'ISNAR a clôturé certaines de ses collections antérieures : cela signifie que nous n'y ajoutons plus de titres nouveaux, mais bon nombre des ouvrages sont encore disponibles. Il s'agit des « Séries » intitulées Human Resource Management Series, OFCOR Series, RTTL Series, et la collection des Working Papers (documents de travail).

Bienvenido al Cat logo de Publicaciones del ISNAR

En el Catálogo de Publicaciones de 1999 figuran todas las publicaciones disponibles del ISNAR, así como varios libros publicados en colaboración con otras editoriales. Ejemplares de las publicaciones del ISNAR son distribuidos a un gran número de bibliotecas depositarias en cada región del mundo. La lista de estas bibliotecas está incluida en las páginas 43-51 de este catálogo. Muchas de las publicaciones del ISNAR también se pueden obtener electrónicamente en el Web del ISNAR. Las publicaciones con una versión completa en la Internet están marcadas con **www**. Las nuevas publicaciones serán colocadas en la Internet durante todo el año, por lo que le recomendamos que consulte nuestro Web de vez en cuando, para ver si hay nuevos títulos. El domicilio es: <http://www.cgiar.org/isnar>.

A discreción del ISNAR, pueden obtenerse ejemplares de las publicaciones que aparecen en la sección I de forma gratuita para personas o instituciones de países en desarrollo que trabajan en las áreas de política, organización o gestión de la investigación agrícola. Para solicitar una publicación gratuita del ISNAR, dirija una carta breve, preferentemente en papel membretado de su organización, al Servicio de Publicaciones del ISNAR, P.O. Box 93375, 2509 AJ La Haya, Países Bajos (Holanda); facsímil: +31-70-3819677 o por correo electrónico: ISNAR@CGIAR.ORG. Indique el título completo, el nombre del autor, y el número de la publicación (si está indicado). Le agradeceremos si también indica brevemente la razón por la cuál necesita la publicación o para que intenta usarla. Las publicaciones sólo están disponibles en el idioma o en los idiomas, en los cuales aparece su título.

A las personas o instituciones de países desarrollados le pedimos hacer una pequeña contribución además de pagar 15% para gastos de correo. Los precios son los siguientes: Reportes Informativos: \$2.50; Informes sobre Países: \$5.00; Informes sobre Conferencias, Libros, Informes de Investigación, y Triángulo Tecnológico: \$10.00; Guías para la Gestión de la Investigación: \$20.00; todas las otras publicaciones: \$5.00. Publicaciones Colectivas pueden obtenerse gratuitamente. Si desea recibir este Catálogo de Publicaciones (publicado anualmente), por favor mándenos el formulario en la página 53 para ser incluido en nuestra lista de distribución.

La segunda parte, Módulos y Manuales de Capacitación, es nueva. ISNAR espera extenderla rápidamente al finalizar los módulos actualmente en producción. Consulte nuestro Web para la lista actual. Los precios de los materiales de capacitación están indicados individualmente.

Los documentos nombrados en la tercera parte no son publicados por ISNAR. Pueden obtenerse directamente de las editoriales usando la información proporcionada.

Algunas de las series previas del ISNAR han sido discontinuadas. Es decir, no se han agregado nuevos títulos a dichas series, pero muchos de los títulos ya publicados todavía están en prensa. Estas series son: Gestión de Recursos Humanos, Investigación en Finca Orientada al Usuario, Los Vínculos entre la Investigación y la Transferencia de Tecnología, y Documentos de Trabajo.

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I. Publications by Category

Liste des publications par catégorie / Publicaciones por Categoría

Only new titles are followed by a description. At ISNAR's discretion, single copies of the publications listed in this section are provided free of charge to **developing-country** institutions and individuals working in the areas of agricultural research policy, organization, and management. To request a free publication, write a brief letter, preferably on your organization's letterhead, and send it to ISNAR Publication Services, P.O. Box 93375, 2509 AJ The Hague, The Netherlands; fax: 31-70-381-9677 or email ISNAR@CGIAR.ORG. Include the full title, author's name, and publication number (if applicable). Also briefly note why you need the publication or what use you intend to make of it. Documents are available only in the language or languages in which their title appears. **Developed-country** institutions and individuals are asked to pay a small donation plus 15% for shipping and handling. The prices are as follows: Briefing Papers: \$2.50; Country Reports: \$5.00; Books, Research Reports, and Reports of Meetings, and Technology Triangle: \$10.00; all others: \$5.00. Instructions for making payments are on the bottom of page 5. Corporate publications are provided free of charge. If you wish to receive this annual Catalog of Publications, please use the mailing list form found on page 53.

Dans cette section, seuls les titres nouveaux sont suivis d'une description. Exerçant son bon jugement, l'ISNAR fournit aux ressortissants individuels et aux institutions des pays en développement — qui sont activement concernés par les politiques, l'organisation et la gestion de la recherche agricole — des exemplaires gratuits des ouvrages cités dans cette section. Veuillez faire votre demande par écrit (de préférence sur du papier à lettres portant l'en-tête de votre organisation) et l'adresser aux Services des publications de l'ISNAR par la poste (B.P. 93375, 2509 AJ La Haye, Pays-Bas), par télécopie (au numéro *31-70-381.96.77) ou par courrier électronique (ISNAR@CGIAR.ORG). Veuillez indiquer le titre complet de l'ouvrage requis, le nom de l'auteur, et — le cas échéant — le numéro de la publication, et de plus, expliquer brièvement pourquoi vous vous intéressez à l'ouvrage en question et quel usage vous comptez en faire. Notez que la langue du titre correspond à la langue de la publication et les seuls ouvrages disponibles en français sont ceux qui portent un titre français. Les personnes et institutions des pays industrialisés sont priés de payer une somme modeste et d'assumer une partie des frais d'administration et d'expédition (à savoir 15 % du montant total de l'envoi). La contribution est fixée aux montants suivants indiqués en dollar américains (\$ É-U) : 2,50 pour les Notes informatives (Briefing Papers) : 5,00 \$ É-U pour les Rapports de pays : 10,00 \$ É-U pour les livres et Rapports de recherche ou de conférences, et pour le livre « Production et transfert de technologies » (« The technology triangle » en anglais) ; vingt dollars enfin pour les guides pratiques de la gestion (Research Management Guidelines). Pour tous les autres documents la somme requise est fixée à 5,00 \$ É-U. Au bas de la page 6 vous trouverez les instructions nécessaires pour régler vos paiements. Les publications institutionnelles sont distribuées gratuitement. En vous servant de la fiche en page 53, vous pouvez vous abonner au catalogue des publications publié une fois par an.

Sólo los títulos nuevos van acompañados de una descripción. A discreción del ISNAR, pueden obtenerse ejemplares de las publicaciones que aparecen en la Sección I de forma gratuita para personas o instituciones de países en desarrollo que trabajan en las áreas de política, organización o gestión de la investigación agrícola. Para solicitar una publicación gratuita del ISNAR, dirija una carta breve, preferentemente en papel membretado de su organización, al Servicio de Publicaciones del ISNAR, P.O. Box 93375, 2509 AJ La Haya, Países Bajos (Holanda); facsímil: +31-70-3819677 o por correo electrónico: ISNAR@CGIAR.ORG. Indique el título completo, el nombre del autor, y el número de la publicación (si está indicado). Le agradeceremos si también indica brevemente la razón por cuál necesita la publicación o para que intenta usarla. Las publicaciones sólo están disponibles en el idioma o en los idiomas, en los cuales aparece su título. A las personas o instituciones de países desarrollados le pedimos hacer una pequeña contribución además de pagar 15% para gastos de correo. Los precios son los siguientes: Reportes Informativos: \$2.50; Informes sobre Países: \$5.00; Libros, Informes de Investigación, e Informes sobre Conferencias, y Triángulo Tecnológico: \$10.00; Guías para el Manejo de la Investigación: \$20.00; todas las otras publicaciones: \$5.00. En la página 7, se encuentran las instrucciones de pago. Publicaciones Colectivas pueden obtenerse gratuitamente. Si desea recibir este Catálogo de Publicaciones (publicado anualmente), por favor mándenos el formulario en la página 53 para ser incluido en nuestra lista de distribución.

Books

Livres / Libros

Developed-country institutions and individuals are asked to pay a small donation to help defray the costs of production. The price of a Book is US \$10.00 plus 15% for shipping and handling. Instructions for making payment are on the bottom of page 5.

Les institutions et ressortissants individuels des pays du monde industrialisé sont priés de contribuer une somme modeste qui aidera à couvrir les coûts de production. Cette contribution est fixée à 10,00 \$ É-U par livre, plus 15 % pour couvrir une partie des frais d'expédition. La note au bas de la page 6 vous explique comment régler vos paiements.

A las instituciones y personas de países desarrollados le pedimos pagar una pequeña contribución para los costos de producción. El precio de un Libro es \$10.00 más 15% para los gastos de correo. Las instrucciones de pago se encuentran en la página 7.

New title

A Field Guide for On-Farm Experimentation

by H.J.W. Mutsaers, G.K. Weber, P. Walker, and N.M. Fisher
1997 xv + 235 pages / ISBN 978-131-125-8
Published with IITA and CTA: August

This CTA-IITA book was published with ISNAR assistance. It is a completely revised and updated edition of *A Field Guide for On-Farm Research*— a set of guidelines and analytical techniques that appeared years ago, when the experience with on-farm experimentation was still quite limited. Since then, much experience has been gained at IITA and elsewhere, and on-farm research has become an integrated part of the work of most national and international research institutes. Nevertheless, many researchers would like to increase their familiarity with the techniques available to draw reliable conclusions from on-farm trials.

Agricultural Research in China: Its Institutional Development and Impact

by Shenggen Fan and Philip G. Pardey
1992 xii + 96 / ISBN 92-9118-007-6

Agricultural Research Policy Book Summary

by Philip G. Pardey, Hugh Quigley, and Johannes Roseboom
1992 26 pages / ISBN 92-9118-006-8

New title

Agricultural Research Priority Setting: Information Investments for the Improved Use of Research Resources

Edited by Bradford Mills
1998 xii + 147 pages / ISBN 92-9118-040-8
Published: December

Managers face a number of practical issues in designing procedures for agricultural research priority setting: Who will set priorities? What skills or tools do they need? Similarly, socioeconomists and others who implement priority-setting processes need concrete advice on how to undertake each step. This book addresses issues of process

design and implementation. It leads readers through the major steps and questions involved in setting program-level priorities in agricultural research organizations. Examples from the Kenya Agricultural Research Institute (KARI) illustrate applications of the methods and issues discussed. Exercises, some using the spreadsheets that are included on an enclosed computer diskette, provide readers with hands-on experience in doing some of the calculations.

This new edition emphasizes the experimental aspects of on-farm research. It will help researchers to arrive at solid conclusions, without having to eliminate variation among farmers.

New title

Financing Agricultural Research: A Sourcebook

edited by Steven R. Tabor, Willem Janssen, and Hilarion Bruneau
1998 xxiv + 363 pages / ISBN 92-9118-035-1 **www**
Published: April

This finance sourcebook puts facts, lessons learned, and practical advice in the hands of those seeking to solve agricultural research funding problems for the benefit of the world's population. Target audiences include leaders of national agricultural research systems (NARS), research center directors, heads of research coordinating bodies, as well as of those responsible for allocating resources to agricultural research such as donors and development practitioners in the North. The book is the result of a year-long research project to bring into focus the funding problems currently facing most developing-country agricultural research systems. Its main message is that NARS can increase or stabilize their funding base by implementing a mixture of better research policies, entrepreneurial planning, resource mobilization, and improvements in financial management. In particular, the finance sourcebook addresses the fact that the financial shortfalls in agricultural research are emerging at a time when the challenges of food security, poverty, and environment are greater than ever before.

The book is divided into four sections. Respectively, these examine key policy options available in today's

competitive financing environment, review strategies for improving resource mobilization, look at financial management practices in public research institutes, and review public agricultural research finance in the developing world.

The Globalization of Science: The Place of Agricultural Research. New, expanded edition
edited by Christian Bonte-Friedheim and Kathleen Sheridan
1997 x + 216 pages / ISBN 92-9118-029-7 **www**

Survivre au Sahel : un défi pour l'écologie et la politique du développement

Klaus M. Leisinger, Karin Schmitt et ISNAR (éditeurs)
1996 232 pages / ISBN 92-9118-027-0 **www**

Survival in the Sahel: An Ecological and Developmental Challenge

edited by Klaus M. Leisinger, Karin Schmitt, and ISNAR
1995 220 pages / ISBN 92-9118-020-3 **www**

Towards a New Agricultural Revolution: Research, Technology Transfer, and Application for Food Security in Sub-Saharan Africa

Edited by ISNAR
1991 xvi + 67 pages

Les publications dont il existe une édition électronique intégrale sur l'Internet se distinguent par la marque **www**. Consultez régulièrement le site de l'ISNAR sur le Web à l'adresse : <http://www.cgiar.org/isnar>. Vous y découvrirez les nouveaux documents qui viendront s'ajouter à cette bibliothèque électronique tout au long de l'année.

Briefing Papers

Notes informatives / Reportes Informativos

Developed-country institutions and individuals are asked to pay a small donation to help defray the costs of production. The price of Briefing Papers is US \$2.50 plus 15% for shipping and handling. Instructions for making payment are on the bottom of page 5.

Les institutions et ressortissants individuels des pays du monde industrialisé sont priés de contribuer une somme modeste qui aidera à couvrir les coûts de production. Cette contribution est fixée à 2,50 \$ É-U par livre, plus 15 % des frais d'expédition. La note au bas de la page 6 vous explique comment régler vos paiements.

A las instituciones y personas de países desarrollados le pedimos pagar una pequeña contribución para los costos de producción. El precio de un Reporte Informativo es \$2.50 más 15% para los gastos de correo. Las instrucciones de pago se encuentran en la página 7.

New title

No. 40

Benchmark Study. The Agricultural Technology Development Fund for Contract Research: An INIA (Uruguay) Initiative

by Huntington Hobbs, Carlos Valverde, Eduardo Indarte, and Bruno Lanfranco

1998 8 pages / **www**

Published: September

This Briefing Paper is the fourth of ISNAR's benchmark studies. It describes how Uruguay's national institute for agricultural research (INIA) introduced a novel way of strengthening agricultural research in the country by creating a competitive fund called FPTA (agricultural technology development fund) to help finance research done outside INIA, by non-INIA researchers. INIA manages the fund and selects the projects to be supported. FPTA has proved to be an excellent tool for establishing strategic alliances with other agricultural research organizations and institutes in Uruguay. One of the factors explaining the success of the initiative is the strong political support it receives from the whole agricultural sector. Another factor is the two-year limit on FPTA projects, which encourages researchers to focus on practical results. FPTA is also an effective mechanism for coordinating the country's various research efforts and for enhancing the impact of INIA's own research. In presenting INIA's FPTA as a benchmark, ISNAR hopes to inspire research organizations in other developing countries to copy or adapt aspects of this experience with a view to improving their own agricultural research management practices and results.

T tulo nuevo

No. 40S

Estudio de Caso Gerencial Exitoso. El Fondo para Contratar Investigación para la Promoción de Tecnología Agropecuaria: Una Iniciativa del INIA (Uruguay)

por Huntington Hobbs, Carlos Valverde, Eduardo Indarte y Bruno Lanfranco

1998 8 páginas / **www**

Publicado: septiembre

Este Briefing Paper condensa el cuarto de los estudios de casos gerenciales exitosos del ISNAR. Este describe como el Instituto Nacional de Investigación Agropecuaria del Uruguay (INIA) introdujo una manera novedosa de fortalecer la investigación agropecuaria en el país mediante la creación de FPTA (un Fondo para la Promoción de Tecnología Agropecuaria) para ayudar a la financiación realizada fuera del instituto, por científicos que no son personal del instituto. El INIA gerencia el fondo y selecciona los proyectos que va a financiar. El FPTA ha probado ser una herramienta excelente para establecer alianzas estratégicas con otras organizaciones e instituciones de investigación agropecuaria en el Uruguay. Uno de los factores que explican este éxito es el fuerte apoyo político que reciba de todo el sector agropecuario. Otro factor es el límite de dos años que tienen los proyectos del FPTA, lo cual motiva a los investigadores a enfocarse en resultados prácticos. El FPTA es un mecanismo efectivo para la coordinación de los diversos esfuerzos de investigación del país y para fortalecer el impacto de los propios esfuerzos de investigación del INIA. Al presentar el FPTA del INIA como una "práctica gerencial exitosa", el ISNAR espera inspirar a las organizaciones de investigación en otros países en desarrollo a seguir o adaptar algunos aspectos de esta práctica, con la perspectiva de mejorar sus propias prácticas gerenciales y los resultados de investigación agropecuaria.

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New title

No. 39

Proprietary Biotechnology Inputs and International Agricultural Research

by Joel I. Cohen, César Falconi, John Komen, and Michael Blakeney

1998 8 pages / [www](#)

Published: May

This Briefing Paper presents the most important findings and lessons learned from a study of the magnitude of and procedures for the use of biotechnology inputs protected by intellectual property rights (IPR) at selected international agricultural research centers (IARCs). ISNAR carried out this study on behalf of the CGIAR Expert Panel on Proprietary Science and Technology.

The development and use of materials for which intellectual property protection is being sought occurs not only in the commercial sector, but also among public, national, and international agricultural organizations working for and with developing countries. Consequently, the changes in IPR as they relate to agricultural research are particularly relevant to the IARCs of the CGIAR—both because the importance of biotechnology research in these centers is increasing and because of the growing position of the private sector in international agricultural research. This briefing note documents the difficult and often confusing situations that the IARCs face regarding the use and dissemination of products resulting from proprietary science where rights are held by others.

New title

No. 38

Strategic Decisions for Agricultural Biotechnology: Synthesis of Four Policy Seminars

by Joel I. Cohen, César Falconi, and John Komen

1998 12 pages / [www](#)

Published: May

This Briefing Paper summarizes the findings of four regional policy seminars held by the Intermediary Biotechnology Service (IBS). It first reviews the framework for decision making in biotechnology that provided the foundation for the seminars. It then analyses and discusses the seminars' results. Finally, it relates these findings to three recommendations on biotechnology. These are (1) that developing countries should develop a clear policy on and agenda for biotechnology research. (2) Partnerships should be forged among developing countries, international research institutions, and public and private research institutes in industrialized countries. (3) Incentives should be provided to the private sector for undertaking biotechnology research targeted at the production problems of poor farmers.

T tulo nuevo

No. 37S

Estudio de Caso Gerencial Exitoso. La Creación de un Sistema Nacional de Investigación Agrícola Coordinado: El Caso de Costa Rica

Por Huntington Hobbs, Fernando Mojica Bentancour, Oscar Bonilla Bolaños y Emilia Solís Quirós

1998 8 páginas / [www](#)

Publicado: Marzo

Este sumario es el tercero de una serie de prácticas gerenciales exitosas en agricultura en los países en desarrollo. Este resalta la singularidad del sistema de investigación agrícola de Costa Rica, el cual se ha convertido efectivamente en un sistema coordinado de organizaciones que trabajan conjuntamente para lograr los objetivos de desarrollo nacional agropecuario. El estudio de caso enfoca los mecanismos de coordinación que se llevaron a cabo para lograr tal sistema, examinando como fueron creados y como funcionan. Primero, se estableció el CONITTA, una comisión nacional para la investigación agropecuaria y la transferencia tecnológica, reuniendo a 23 líderes de las organizaciones agropecuarias más importantes del país, tanto públicas como privadas. El CONITTA asesora al gobierno costarricense sobre políticas de investigación y coordina la planificación de la investigación agropecuaria y la transferencia tecnológica. Segundo, se crearon 18 programas nacionales para la investigación agrícola y la transferencia de tecnología, llamados PITTAs. El propósito de estos programas es el de planificar y coordinar las actividades de todas las organizaciones trabajando en productos específicos o factores de producción (por ejemplo, arroz o suelos). Los PITTAs conforman una multiorganización en la cual muchos de los grupos de agricultores están activos en ellas. Tercero, se estableció una fundación para aumentar apoyo financiero para las actividades del CONITTA y de los PITTAs. La participación en el sistema ocurre de forma voluntaria. Tal vez esta sea la característica más llamativa del sistema de investigación agrícola de Costa Rica y una de las razones por las cuales este sumario está documentado como ejemplo de un modelo, que puede ser usado en otras organizaciones.

New title

No. 37

Benchmark Study. The Creation of a Coordinated National Agricultural Research System: The Case of Costa Rica

Published: February

by Huntington Hobbs, Fernando Mojica Bentancour, Oscar Bonilla Bolaños, and Emilia Solís Quirós

1998 8 pages / [www](#)

This Briefing Paper is the third in a series of benchmarks in agricultural policy, organization, and management in the developing world. It highlights the uniqueness of Costa

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Rica's agricultural research system, which has become a true coordinated system of organizations working together to achieve national agricultural development objectives. The benchmark study focuses on the coordination mechanisms that were put in place to accomplish such a system, examining how they were created and how they function. First, the establishment of CONITTA, a national commission for agricultural research and technology transfer brought together the leaders of the country's 23 most important agricultural organizations, both public and private. CONITTA advises the Costa Rican government on research policy and coordinates the planning of agricultural research and technology transfer. Second, 18 national programs for agricultural research and technology transfer, called PITTAs, were created to plan and coordinate the activities of all the organizations working on a specific commodity or production factor (rice or soil, for example). The PITTAs are multiorganizational; farmers' groups are active in many of them. Third, a foundation was established to raise financial support for the activities of CONITTA and the PITTAs. Participation in the system occurs on a voluntary basis. This is perhaps the most striking feature of the Costa Rica agricultural research system and one of the reasons why it is recorded as an example that can be used as a model for other organizations.

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T tulo nuevo

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Estudio de Caso Gerencial Exitoso. Una Asociación con los Productores para una Investigación Participativa: El Caso del CENTA en El Salvador

por Huntington Hobbs, Joaquín Francisco Larios, Francisco Roberto Arias Milla y José Eduardo Vides

1997 6 páginas / **www**

Publicado: septiembre

Este Estudio de una Práctica Gerencial Exitosa analiza como el Centro Nacional de Tecnología Agrícola (CENTA) de El Salvador superó una crisis institucional y desarrolló una nueva organización de investigación en la cual los productores pudieran tener un rol clave. La asociación del CENTA con los productores se basa en cinco prácticas críticas: (1) mejorando el acceso de la institución a los productores, (2) coleccionando información sobre los productores de manera profunda, (3) involucrando a los productores en la planificación de la investigación,

(4) involucrando a los productores en la implementación de la investigación y (5) compartiendo con los productores información sobre la investigación. Siguiendo estas prácticas, en corto tiempo, el CENTA ha sido capaz de mejorar el bienestar de un número impresionante de productores y ha documentado estas mejoras. Por estas razones, el ISNAR ha registrado los procedimientos seguidos por el CENTA en su trabajo con los productores como una "práctica gerencial exitosa" ejemplar para las organizaciones de investigación agrícola.

No. 35

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by Ronald Mackay, Seme Debela, Terry Smutylo, Jairo Borges-Andrade, and Charles Lusthaus
1998 xii + 166 pages / ISBN 92-9118-031-9 **www**
Published: August

Impact assessment and evaluation have been important concerns since the CGIAR's earliest days. More recently, studying the institutional impact of the various CGIAR

centers has become an increasingly important feature of the mandated quinquennial external program and management reviews (EPMRs). As ISNAR prepared itself for its third EPMR, it recognized the need for an improved methodology for assessing the international research centers' institutional impact. Aware of the challenge this provided, as well as of the opportunity to take on leadership in this field, ISNAR engaged a team of specialists who helped it develop a credible and feasible methodology for assessing impacts on institutional capacity and on the performance of national agricultural research organizations and systems. This report

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summarizes the impact assessment team's work and findings, thereby providing a tool of lasting relevance.

New title

ISNAR 1998 Annual Report

1999 (May) 60 pages / ISBN 92-9118-044-0 **www**

ISNAR's 1998 Annual Report looks at how developing-country research leaders are addressing policy and management challenges posed by biotechnology. It opens by describing how the Ugandan government responded to patent applications filed in that country for the new "terminator" gene. In addition to introducing some effects of the new climate of intellectual property rights increasingly surrounding public-sector agricultural research, the report looks at how research programs can set priorities among projects. The priority-setting method described, pilot tested in Chile, takes into account some of the unique characteristics of biotechnology. The report also looks at how developing-countries, including the Philippines, are setting national policy on biosafety. The report concludes that in making decisions on agricultural biotechnology, strong analytical capacity within the national agricultural research organization is essential.

The annual report further features boxes highlighting specific projects and achievements in the area of biotechnology and a color-coded chart with an overview of other ISNAR activities in 1998. Finally, it contains summaries in Arabic, Chinese, French, Russian, and Spanish.

Some previous editions of ISNAR's annual report are available

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Medium Term Plan 2000–2002

1998 ii +78 pages

ISNAR's Medium Term Plan 2000–2002 represents a further practical application of the institute's new strategy. The document presents a strategic overview and summarizes program highlights in 1998 and 1999. It introduces ISNAR's new strategy, describing the strategic objectives and the four thrusts, before concentrating on the medium term plan itself: an outline of the institute's 18 projects and their activities, a description of the expected outputs and milestones, as well as the types of collaboration that will be sought.

New title

New Technological Demands: The Methodological Framework for an INIAs/BID/ISNAR Project

1998 xii + 49 pages / ISBN 92-9118-042-4

Published: October

This document presents the conceptual and methodological basis for the cooperative research project titled "Identifying and Responding to New Technological Demands for Agricultural Research from Agroindustry and Natural Resource Management", that was jointly executed by several Latin American national agricultural research institutes (Argentina, Brazil, Chile, Colombia, Mexico, and Venezuela), assisted by the regional coordinating programs PROCISUR and PROCIANDINO, as well as ISNAR. The document first analyzes the socioeconomic trends in Latin America and the likely effects of these on the agricultural sector and the technological development of the continent. It then determines the consequences for the various facets of agricultural research including traditional production research, natural resource management research, agro-industrial research. The second part describes the development of the project's methodological framework. The third section presents outlines of the six case studies that were designed for the project. Three of these examined the strategic, programmatic, and operational aspects of natural resource concerns; the three others examined those aspects dealt of the agroindustrial sector.

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Avis aux lecteurs francophones : la version française de cet ouvrage est décrite à la page 18 sous « Research Management Guidelines ». Il s'agit du Guide pratique de la gestion de la recherche N°3f.

Management Information for National Agricultural Research Systems in Asia

1991 vii + 119 pages

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by M.A. Jabbar and M.Z. Abedin
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1989 xxi + 37 pages

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New Title

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Ten Tools for Managing Change

by S. Huntington Hobbs

1999 viii + 31 pages / ISBN 92-9118-042-4

Published: January.

As the role of the public sector is being reconsidered in many industrialized and developing countries, national agricultural research organizations (NAROs) know that they must retool, or see their roles taken over by private institutions with fundamental motives other than increasing public well-being. But the process of change presents difficult problems for many developing-country NAROs. This research management guideline presents a five-phase program to help NARO leaders manage the change process in their institutions. The phases are (1) recognizing the need for change (2) creating pressure for change (3) deciding what to change (4) creating the conditions for implementation (5) achieving change. Each phase is supported by two tools, which are described in detail.

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No. 4

Planning and Priority Setting for Regional Research: A Practical Approach to Combine Natural Resource Management and Productivity Concerns

by Willem Janssen and Ali Kissi

1997 xvi + 80 pages / ISBN 92-9118-034-3

N° 3f

Guide pour le praticien d'INFORM, système d'information de gestion de la recherche agricole

1994 ix + 230 pages / ISBN: 92-9118-017-3

Adaptation française de la série des «INFORM Guidelines» (tomes 1 à 4) parue en anglais en 1991

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Guide to Program Planning and Priority Setting

by Marie-Hélène Collion and Ali Kissi

1995 x + 68 pages / ISBN 92-9118-023-8

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por Marie-Hélène Collion et Ali Kissi

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1993 130 pages / ISBN 92-9118-012-7

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T tulo Nuevo

No. 14

Establecimiento de Prioridades en la Investigación Biotecnológica mediante el Proceso Jerárquico Analítico: Experiencias en Chile

por Th. Braunschweig y W. Janssen
1998 páginas x + 71 / ISBN 92-9118-043-2
Publicado: Diciembre

Este informe presenta un procedimiento innovador para establecer prioridades entre proyectos de investigación biotecnológica. Ha sido aplicado en el programa nacional de biotecnología en Chile, para evaluar su utilidad como herramienta de apoyo en la toma de decisiones. El procedimiento, basado en el Proceso Jerárquico Analítico (AHP), consiste en diez etapas, las cuales se especifican en detalles. El método es apropiado para manejar decisiones de múltiple criterio de alta complejidad, con una débil base de información, como muy a menudo el caso en la evaluación de la investigación biotecnológica. Para aplicaciones futuras, varias modificaciones son sugeridas a fin de mejorar la eficiencia y precisión del procedimiento.

New title

No. 13

Instability of National Agricultural Research Systems in Sub-Saharan Africa: Lessons from Nigeria

by F.S. Idachaba
1998 xviii + 158 pages / ISBN 92-9118-033-5 / www
Published: March

NARS leaders and managers are concerned not only with procuring an adequate level of resources, but also about the stability of resources and institutional sustainability. This ground-breaking research examines six types of

instability affecting agricultural research in developing countries: policy, program, institutional, funding, research staff, and governance instability. Estimated instability indices were used to give empirical data on the levels of instability in Nigeria's research institutes. The report also presents empirical indicators and analyses at the institute-specific instability level, providing a concrete comparison with the instability level of various "blue-chip" private-sector organizations. It thus gives NARS leaders and managers information they can use in discussions with decision makers and in regional and global policy dialogues. The effects of instability on research performance are examined within the framework of a hierarchy of constraints. The implications of the analysis are examined and strategies for strengthening the stability of the Nigerian NARS are suggested.

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by Helen Hambly Odame and L. Setshwaelo
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by Euan M. Fleming
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by Steven Franzel, Hannah Jaenicke, and Willem Janssen
1996 xiv + 87 pages / ISBN 92-9118-025-4

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by Edwin G. Brush, Deborah Merrill-Sands, Dely P. Gapasin, and Virginia L. Mabesa
1995 xvi + 113 pages / ISBN 92-9118-021-1

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Biosécurité : maîtrise des risques dans l'application des biotechnologies à l'agriculture et à l'environnement

par Gabrielle Persley, L.V. Giddings et C. Juma
1994 50 pages / ISBN 92-9118-018-1

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Biosafety: The Safe Application of Biotechnology in Agriculture and the Environment

by G.J. Persley, L.V. Giddings, and C. Juma
1992 viii + 39 pages / ISBN 92-9118-005-X / Reprinted: November 1993

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by Pierre Crosson and Jock R. Anderson
1993 xvi + 43 pages / ISBN 92-9118-013-5

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New title

Strengthening the Role of Universities in the National Agricultural Research Systems in Sub-Saharan Africa. Highlights of a Workshop

by H. Michelsen and D. Shapiro (Eds.)

1998 ix + 56 pages

Published: May

This brief report summarizes the outputs of the final workshop of the collaborative project "Strengthening the role of universities in NARS", which was held in Cotonou, Benin, November 17–21, 1997. The workshop synthesized the experiences and results of the six case studies carried out in the project in Benin, Burkina Faso, Côte-d'Ivoire, Nigeria, Uganda, and Zimbabwe. The overall purpose was to draw lessons and identify procedures for improving universities' research performance and links with other components of the national agricultural research systems. The report includes background information on the study, as well as summaries of the main workshop presentations and discussions.

Nouveau titre

Renforcement du rôle des universités au sein des systèmes nationaux de recherche agricole d'Afrique subsaharienne. Points forts d'un atelier de travail

par H. Michelsen et D. Shapiro (éditeurs)

1998 ix + 53 pages

Publié en mai

Ce rapport récapitule les résultats de l'atelier de travail tenu à Cotonou, au Bénin, du 17 au 21 novembre 1997. Cette rencontre clôturait le projet intitulé « Renforcement du rôle des universités au sein des systèmes nationaux de recherche agricole » en faisant la synthèse des expériences vécues ainsi que des résultats des six études de cas effectuées au Bénin, au Burkina Faso, en Côte-d'Ivoire, au Nigeria, en Ouganda et au Zimbabwe. Le but de l'atelier était de tirer des leçons et de déterminer comment renforcer la recherche universitaire et améliorer les liens entre les universités et les autres composantes des systèmes nationaux de recherche agricole.

Le rapport fournit une information de fond pour situer le projet, et résume les articles présentés durant l'atelier ainsi que les discussions de groupe.

Research Policies and Management for Agricultural Growth and Sustainable Use of Natural Resources: Report of a Workshop

The Hague, The Netherlands, December 7-9, 1994

1995 viii + 58 pages / ISBN 92-9118-0220-X

Improving Agricultural Research Organization and Management: Implications for the Future

The Hague, The Netherlands, 8-12 September 1986

1986 100 pages

Highlights of a Policy Dialogue: Future Challenges for National Agricultural Research

Berlin, 12–18 January 1992

1992 x + 44 pages / ISBN 92-9118-001-7

Highlights of a Consultation on Monitoring and Evaluation of Agricultural Research

The Hague, 12–14 November 1990

1991 30 pages

Towards 2010: Challenges for Agriculture and Agricultural Research

Conclusions of an international consultation organized by the International Service for National Agricultural Research, The Hague, 23–25 May 1991

1991 iii + 19 pages

Proceedings of the SACCAR/ISNAR Regional Workshop

Human Resource Management in National Agricultural Research Systems, Harare, Zimbabwe, 2–6 May 1989

by L.O. Abe and P. Marcotte

1989 xii + 286 pages

**Human Resource Management in National
Agricultural Research**

The Hague, The Netherlands, 7–11 November 1988
1989 270 pages

**International Workshop on Agricultural Research
Management**

The Hague, The Netherlands, 7–11 September 1987
1987 230 pages

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by Anna Wuyts-Fivawo
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by David Kaimowitz
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por V. Palmieri
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by M.T. Dahniya
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Réduit, Mauritius, 20–24 April 1992
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National Agricultural Research in a Regional Context: The Small Countries of Southern Africa

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by Maritza Hee Houg and Peter Ballantyne
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No. 41

The National Agricultural Research System in Malaysia

by Mohd. Yusof Hashim

1992 viii + 46 pages / ISBN 92-9118-009-2

No. 40

National Agricultural Research from a Regional and Agroecological Perspective

by Philip G. Pardey and Johannes Roseboom

1991 iv + 46 pages

N° 39f

Planification de la recherche agricole : le cas de Madagascar

par Clet Pascal Ravohitrarivo

1991 xii + 61 pages

No. 38

Organization and Structure of National Agricultural Research Systems in Anglophone Sub-Saharan Africa

by T.A. Taylor

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par M.-H. Collion et A. Kissi

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Problems and Solutions for "Decentralizing" National Agricultural Research Systems

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by H.K. Jain

1990 57 pages / Reprinted: May 1992

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by B.T. Mook
1989 7 pages
- No. 27
The Changing Shape of the Job Pyramid: An Analytical Note
by B.T. Mook
1989 7 pages
- N° 26f
Aperçu de la planification stratégique des systèmes nationaux de recherche agricole
par Marie-Hélène Collion
1992 xiv + 56 pages
- No. 26
Strategic Planning for National Agricultural Research Systems: An Overview
by Marie-Hélène Collion
1989 v + 56 pages
- No. 25
Analysis of Human Resource Capabilities and Constraints in INIAP, Ecuador
by P. Marcotte, K. Stave and C. Valverde
1989 41 pages
- No. 23
A Methodological Framework for ISNAR Reviews of National Agricultural Research Systems (NARS)
by the ISNAR Staff Advisory Committee on Programs
1989 20 pages
- No. 22
Some Practical Guidelines for Evaluation within National Agricultural Research Systems Using the Checklist Approach
by B. Nestel
1989 54 pages
- No. 21
Organization and Structure in National Agricultural Research Systems
by H.K. Jain
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- No. 17
Program Formulation in National Agricultural Research
by M. Dagg and F. Haworth
1988 19 pages
- No. 15
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by P. Bennell and L. Zuidema
1988 49 pages
- No. 13
Project Management Techniques for Performance Monitoring
by D. McLean
1988 10 pages
- No. 12
The Logical Framework in Research Planning and Evaluation
by D. McLean
1988 10 pages
- No. 10
Priority Setting in Agricultural Research
by R.B. Contant and J.A. Bottomley
1988 19 pages / Reprinted February 1992)
- N° 10f
L'établissement des priorités dans le domaine de la recherche agricole
par R.B. Contant et J.A. Bottomley
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- No. 8
Agricultural Research in the Private Sector in Africa: The Case of Kenya
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Agricultural Researchers in Sub-Saharan Africa: A Quantitative Overview
by P. Bennell
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par J. Murphy
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No.2

Using Evaluations for Planning and Management

by J. Murphy
1985 27 pages

No. 1

Latin American Agricultural Research. The Public Sector: Problems and Perspectives

by M. Piñeiro and E.J. Trigo
1985 páginas 41

II. Training modules and manuals

Les modules et manuels de formation / Módulos y Manuales de Capacitación

The four modules that make up the Planning, Monitoring, and Evaluation Training Series were developed by ISNAR and a team of managers-trainers for use in Latin America and the Caribbean. Each is available in Spanish as well as in English. **To order the Spanish-language version** please contact ISNAR, Av. Mariana de Jesus No. 147 y La Pradera, Casilla 17-003-201, Quito, Ecuador; telephone (593-2) 528-758; fax (593-2) 563-172 / 227-194. The **English-language versions** can be ordered from ISNAR headquarters in The Hague, the Netherlands. ISNAR requests a small donation for the modules and the manuals. This helps us to defray costs of shipping and administration. Prices follow the module descriptions below. The charges may be waived for some developing-country institutions. Instructions for making payment are on the bottom of page 30.

Both Spanish and English versions may be ordered separately or as a full set of four. While in general, the modules are meant to be used in sequence, individual modules can also be used alone to suit specific training needs. In this case, the instructor could summarize the material covered in the other modules by quickly reviewing their contents. The series of four modules is designed to be delivered in a five- or six-day workshop in which one day is allocated to each module and one to two days are for action planning and for opening and closing sessions. Those placing an order should note that there are two types of products in this series:

- training modules, designed for instructors and including guidelines, exercises, pre- and post-tests, and evaluation forms
- training manuals, designed for participants to accompany the modules ordered.

We recommend that you order at least one manual to go with each training module

Other ISNAR training materials are available in Adobe Acrobat-readable format through ISNAR's Website. These materials can be downloaded at no charge. See www.cgjar.org/isnar/activities/training/selection.htm for details. A catalogue of these materials is also available upon request.

La « Planning, Monitoring, and Evaluation Training Series » se compose de quatre modules qu'ont mis au point conjointement l'ISNAR et une équipe de gestionnaires-formateurs, en les destinant à l'usage dans les pays d'Amérique latine et de la région des Caraïbes. Ces modules existent tous dans deux langues, espagnol et anglais. Les versions espagnoles peuvent être obtenues en s'adressant au bureau de l'ISNAR en Équateur (ISNAR, Av. Mariana de Jesus No. 147 y la Pradera, Casilla 17-003-201, Quito, Équateur ; téléphone (593-2) 528-758; télécopieur (593-2) 563-172 / 227-194). Les modules en langue anglaise sont disponibles au siège de l'ISNAR, à La Haye, aux Pays-Bas. Vous serez priés de faire une modeste contribution en échange des modules et manuels, ce qui nous permettra de couvrir les frais d'administration et d'expédition. Chaque description de module ci-dessous est accompagnée du prix de l'ouvrage. Dans certains cas de requêtes venant des pays en développement, l'ISNAR sera prêt à renoncer aux paiements. La note au bas de la page 24 vous dira comment régler vos comptes avec l'ISNAR.

Qu'il s'agisse des versions anglaises ou espagnoles, les intéressés peuvent commander soit la série entière, soit des modules individuels. En effet, bien que l'intention générale ait été d'en faire une série conséquente, il est possible d'utiliser les unités séparément pour répondre à des besoins de formation spécifiques. L'instructeur peut alors choisir de présenter rapidement le contenu des autres modules sous forme de résumé des matériels. La série complète de quatre modules est destinée à être utilisée pour mener un atelier de formation de cinq à six jours : chaque module est alors étudié dans l'espace d'une journée, et un ou deux jours supplémentaires sont dédiés à l'élaboration de plans d'action et aux sessions d'ouverture et de clôture. En faisant votre commande, sachez qu'il faut bien distinguer deux types de produits :

- les modules de formation, destinés aux formateurs ; ils comprennent aussi des lignes directrices, des exercices, des épreuves pre- et post-formation et des fiches d'évaluation.
- les manuels de formation, destinés aux participants ; nous vous conseillons de commander au moins un manuel par module.

D'autres matériels de formation, saisis au format Adobe-Acrobat, peuvent être accédés à partir du site Web de l'ISNAR. Le téléchargement de ces fichiers est gratuit. Veuillez consulter www.cgjar.org/isnar/activities/training/selection.htm pour obtenir de plus amples détails. Le catalogue de ces matériels peut vous être fourni, sur demande.

Los cuatro módulos que constituyen la serie de capacitación sobre Planificación, Seguimiento y Evaluación fueron desarrollados por el ISNAR y un equipo de ejecutivos-capacitadores, para ser usados en Latinoamérica y el Caribe. Cada módulo está disponible en Español así como en Inglés. Para pedir la versión en español diríjase a ISNAR, Avenida Mariana de Jesús No. 147 y La Pradera, Casilla 17-003-201, Quito, Ecuador; teléfono +593-2-528758; facsímil +593-2-563172/227194. La versión en inglés se puede pedir en la sede del ISNAR en La Haya, Países Bajos. ISNAR solicita una pequeña contribución para los módulos y los manuales. Estos costos cubren los gastos de transporte y administración. Los precios están indicados después de la descripción del módulo. En el caso de algunos países en desarrollo, los gastos pueden ser asumidos por el ISNAR. Las instrucciones de pago se encuentran en la página 25.

Tanto la versión en español cómo en inglés, pueden ser pedidas por separado o como un conjunto completo de cuatro módulos. Aunque, en general, los módulos han sido diseñados para ser usados en secuencia, también pueden ser usados individualmente para satisfacer un requerimiento de capacitación específico. En tal caso, el capacitador podría resumir el material cubierto en los otros módulos revisando brevemente su contenido. La serie de cuatro módulos está diseñado para ser cubierto en un taller de cinco a seis días, en el cual un día está asignado a cada módulo y uno o dos días para la formulación de planes de actividades y para las sesiones de bienvenida y clausura. Hay que tomar nota de que existen dos clases de productos en esta serie:

- módulos de capacitación, diseñados especialmente para capacitadores. Incluyendo guías, ejercicios, pruebas anteriores y posteriores y formularios de evaluación
- manuales de capacitación diseñados para los participantes complementarios con los módulos.

Recomendamos que pida por lo menos un manual para acompañar a cada módulo de capacitación pedido.

En nuestra sede electrónica tenemos otros materiales de capacitación del ISNAR que están disponibles en el formato Adobe legible vía Acrobat. Estos materiales pueden ser extraídos inmediatamente a su computador. Para mayores detalles, diríjase a www.cgiar.org/isnar/activities/training/selection.htm. Tenemos un catálogo sobre estos materiales que está disponible a pedido.

Module 1

The Strategic Approach to Agricultural Research Management

This module guides learners in critically analyzing the current global situation as it relates to their agricultural research organization. What changes are occurring? How are these changes affecting research institutions in general, and agricultural research institutes in particular? What can be done to ensure the sustainability of agricultural research institutions? The module begins by introducing the strategic approach and discussing how it can be applied in agricultural research, including recommendations for strengthening planning, monitoring, and evaluation (PM&E). The second section addresses the institutional context and discusses PM&E in Latin America and the Caribbean. A critical analysis is based on summaries of 13 case studies carried out in the Americas. The final section presents strategies to strengthen PM&E, and includes a review of basic principles and requirements for designing a PM&E system in an agricultural research institute. In addition to notes to trainers, this module contains 39 overhead transparencies, a 47-page students' workbook, and three exercises.

Workshop objectives

By the end of the workshop, participants will be able to do the following:

1. Explain the potential contributions of the strategic approach to managing agricultural research and the role of PM&E in institutional management.
2. List at least five advantages of strategic management.
3. Make recommendations for developing an effective strategy to strengthen PM&E in a given agricultural research institution.
4. Explain how external factors affect agricultural research organizations.
5. Discuss relationships between global changes and the status of agricultural research institutions.
6. Summarize the basic principles and requirements for designing a PM&E system for an agricultural research institution.

Duration

This module is designed to be presented in one day.

Les publications dont il existe une édition électronique intégrale sur l'Internet se distinguent par la marque **www**. Consultez régulièrement le site de l'ISNAR sur le Web, à l'adresse : <http://www.cgiar.org/isnar>. Vous y découvrirez les nouveaux documents qui viendront s'ajouter à cette bibliothèque électronique tout au long de l'année.

Sessions

1. PM&E and the strategic approach (strategic approach to management, role of PM&E in institutional development, guidelines for designing a PM&E system, analysis of the contributions of the strategic approach). 2. The institutional context and PM&E in the region (global changes and institutional sustainability, PM&E in the region, analysis of global changes and institutional sustainability). 3. Strategies to strengthen PM&E (guidelines for developing strategies, managing elements to develop strategies). 4. Workshop evaluation.

Module price: US \$40.00 per copy

Manual price: US \$6.00 per copy (please indicate quantity desired)

Module 2

Strategic Planning in Agricultural Research Management

This module introduces the main concepts, methods, and tools of strategic planning at the institutional and research program levels. Strategic planning—planning that incorporates the strategic approach—has the potential to strengthen and improve the performance of agricultural research institutions. However, to have this effect, it must be carried out as an integral part of a PM&E system. This module is divided into three instructional sequences that show how to apply the strategic approach to planning. The first sequence presents the framework for strategic planning, showing the need to incorporate strategic planning into the management of agricultural research institutions. Sequence two guides participants in the analysis of the external and internal environment of their organization, identifying both strengths and weaknesses. The final sequence presents a strategic planning approach to formulate an organization's mission, goals, policies, and strategies. In addition to notes to trainers, this module contains 24 overhead transparencies, a 62-page students' workbook, and three exercises.

Workshop objectives

By the end of this workshop, participants will be able to do the following:

1. Present a synthesis of the strategic approach for research planning at the institutional and program levels.
2. Evaluate interests and demands of different social groups and institutions for planning at the institutional and program levels.
3. Analyze the context of, organization of, and the gaps in an institution or program, applying the concepts, methods, and tools of strategic planning.
4. Determine the essential components of a strategic plan for an agricultural institution or research program.

Duration

This module is designed to be presented in one day.

Sessions

1. Framework (planning in Latin America and the Caribbean, conceptual framework for planning, guidelines for exercises, critical planning factors). 2. Analyzing context, organization, and gaps (external analysis; organizational analysis; external, internal, and gap analyses). 3. Formulating a strategic plan (formulating the mission; formulating the objectives; formulating the policies; validating the mission, objectives, and policies; formulating the strategies; formulating mission, objectives, policies, and strategies; panel on institutionalization of planning). 4. Workshop evaluation.

Module price: US \$40.00 per copy

Manual price: US \$6.00 per copy (please indicate quantity desired)

Module 3

Monitoring in Agricultural Research Management

This module presents monitoring as an integral part of the planning and evaluation process. It begins with an analysis of the context for monitoring, dealing with the status of agricultural research monitoring in Latin America and the Caribbean. Participants are then presented a conceptual framework for monitoring with special emphasis on the strategic approach for research management and on the scope and effectiveness of a monitoring system. Special emphasis is put on the project as a unit for monitoring research, even though monitoring at other programming levels is also discussed. The management cycle and the logical framework are presented as tools for formulating projects and for subsequent monitoring. A detailed analysis is made of three monitoring instruments: progress reports, internal reviews, and project databases. In addition to notes to trainers, this module contains 19 overhead transparencies, a 71-page students' workbook, and six exercises.

Workshop objectives

By the end of this workshop, participants will be able to do the following:

1. Formulate a proposal for strengthening the monitoring system in their organizations, incorporating knowledge on methods and strategies presented in this module.
2. Determine the scope of a monitoring system in relation to the decision-making levels and the types of information to be obtained.
3. Judge the effectiveness of a monitoring system.
4. Identify the elements required for monitoring a project using the project cycle and the logical framework.
5. Critically analyze progress reports, internal reviews, and project databases as monitoring instruments.

Duration

This module is designed to be presented in one day.

Sessions

1. A framework for monitoring in agricultural research

Las publicaciones con una versión completa en la Internet están marcadas con **www**. Nuevas publicaciones serán colocadas en la Internet durante todo el año, así que consulte nuestro Web de vez en cuando para ver si hay nuevos títulos. El domicilio es: <http://www.cgjar.org/isnar>.

(present situation of monitoring in the region, conceptual framework for monitoring agricultural research, design and implementation of a monitoring system, analysis of the scope of a monitoring system, analysis of the effectiveness of a monitoring system). 2. The project as a PM&E tool (the project as a management unit in agricultural research; the logical framework as a tool for preparing, monitoring, and evaluating projects; analysis of a project). 3. Instruments for monitoring (progress reports, internal reviews, project databases, analysis of progress reports, panel on internal reviews, case study on a project database). 4. Proposal preparation for strengthening a monitoring system. 5. Workshop evaluation.

Module price: US \$40.00 per copy

Manual price: US \$6.00 per copy (please indicate quantity desired)

Module 4

Evaluation in Agricultural Research Management

This module presents concepts, methods, and strategic issues related to evaluating agricultural research. Information is grouped into three sequences. The first provides a general framework for evaluation and defines the purpose, levels, and types of evaluation. This sequence also describes the present situation of agricultural research evaluation in Latin America and the Caribbean. Sequence two deals more specifically with evaluation methodology, including activities for designing and implementing evaluations. Data collection, analysis, and interpretation are examined within the framework of agricultural research evaluation. Finally, sequence three treats management and administrative aspects of evaluation in more detail, including techniques for communicating evaluation results. In addition to notes to trainers, this module contains 36 overhead transparencies, a 67-page students' workbook, and three exercises.

Workshop objectives

By the end of this workshop, participants will be able to do the following:

1. Analyze the essential requirements for designing and implementing evaluation processes in their institutions using criteria presented in this module.
2. Judge the evaluation process of their institutions and programs, identifying main positive and negative aspects.
3. Describe methods, instruments, and the appropriate techniques for carrying out an evaluation at different institutional levels.
4. Identify the data necessary for evaluating institutions or programs.
5. Select appropriate techniques and procedures for collecting and organizing information for evaluating institutions and programs.
6. Design strategies for using and disseminating evaluation results and for institutionalizing the process.

Duration

This module is designed to be presented in one day.

Sessions

1. Framework for evaluation (conceptual elements of evaluation, levels and uses of evaluation, objects of evaluation, types of evaluation, present situation of evaluation in the region, positive and negative aspects of evaluation). 2. Evaluation methodology (evaluation design, implementation of evaluation, conclusion, collecting information). 3. Relating to other institutional processes (dissemination of evaluation results, institutionalizing evaluation, conclusion, strategies for institutionalizing evaluation and for disseminating results). 4. Workshop evaluation.

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*Proceedings of an International Workshop on Systems
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por D. Horton, P. Ballantyne, W. Peterson, B. Uribe, D.
Gapasin y K. Sheridan

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Research
Gaborone

Department of Agricultural Research
Gaborone

BURKINA FASO

Institut d'Études et de Recherches Agricoles
Ouagadougou

BURUNDI

Institut des Sciences Agronomiques du Burundi
Bujumbura

Ministère de l'Agriculture et de l'Élevage
Bujumbura

Institut de Recherche Agronomique et Zootechnique de la
C.E.P.G.L.

Gitega

CAMEROON

Institut Panafricain pour le Développement
Douala

Institut de la Recherche Agronomique
Yaounde

Institut de Recherches Zootechniques et Vétérinaires
Yaounde

Ministère de l'Enseignement Supérieur, de l'Informatique
et de la Recherche Scientifique
Yaounde

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Agrária
Sao Jorge, Praia

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Bangui

CHAD

Ministère de l'Agriculture et du Développement Rural
N'djamena

CONGO

Bureau de la Documentation et des Archives (BDA)
Ministère du Développement Rural
Brazzaville

Centre de Recherches Agronomiques de Loudima
Loudima

COTE D'IVOIRE

École Nationale Supérieure Agronomique
Abidjan

Centre Ivoirien de Recherches Économiques et Sociales
Abidjan

Banque Africaine de Développement
Abidjan

West Africa Rice Development Association
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Institut des Savanes
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ETHIOPIA

International Livestock Research Institute (ILRI)
Addis Ababa

Institute of Agricultural Research
Addis Ababa

ECA Library
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Awassa, Sidamo

Alemaya University of Agriculture
Dire Dawa

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Carretera a Luba.
Malabo

GABON

Institut de Recherches Agronomiques et Forestières
Libreville

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Department of Agricultural Research
Yundum Research Station
Banjul

GHANA

Savanna Agricultural Research Institute (Nyankpala)
Accra

National Science & Technology Council for Scientific and
Industrial Research - CSIR
Accra

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Institut de Recherche Agronomique de Guinée
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GUINEA-BISSAU

Instituto Nacional de Pesquisa Agraria
Bissau

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International Centre for Research in Agroforestry
(ICRAF)
Nairobi

International Livestock Research Institute (ILRI)
Nairobi

International Centre of Insect Physiology and Ecology
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Kenya Agricultural Research Institute (KARI)
Nairobi

National Agricultural Research Centre
Nairobi

Ministry of Agriculture, Livestock Development and
Marketing
Nairobi

Egerton University College
Njoro

LESOTHO

Ministry of Agriculture, Cooperatives and Marketing
Maseru

LIBERIA

Central Agricultural Research Institute
Monrovia

MADAGASCAR

Centre National de la Recherche Appliquée au
Développement Rural
Antananarivo

MALAWI

Chitedze Agricultural Research Station
Lilongwe

Ministry of Agriculture
Lilongwe

MALI

RESADOC, Institut du Sahel
Bamako

MAURITIUS

University of Mauritius
Reduit

Ministry of Agriculture, Fisheries and Natural Resources
Reduit

MOZAMBIQUE

Ministério da Agricultura - Direção Nacional de
Agricultura
Maputo

Instituto Nacional de Investigação Agronómica
Maputo

NAMIBIA

Namibia Development Corporation
Windhoek

University of Namibia, Faculty of Agriculture and Natural
Resources
Windhoek

NIGER

International Crops Research Institute for the Semi-Arid
Tropics
Niamey

Institut National de Recherches Agronomiques du Niger
Niamey

NIGERIA

International Institute of Tropical Agriculture (IITA)
Ibadan

University of Ibadan
Ibadan

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Bauchi

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Institute for Agricultural Research
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Kinshasa

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SEYCHELLES

RIDOC, Ministry of Agriculture and Marine Resources
Victoria

SIERRA LEONE

Ministry of Agriculture, Natural Resources & Forestry
Freetown

SOUTH AFRICA

Agricultural Research Council
Pretoria

SWAZILAND

Ministry of Agriculture and Cooperatives
Malkerns

TANZANIA

Eastern and Southern African Management Institute
Arusha

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Agriculture
Dar Es Salaam

Ministry of Agriculture
Dar Es Salaam

Sokoine National Agricultural Library
Morogoro

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Lome

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Kampala

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Faculty of Agriculture and Forestry
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Kampala

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Causeway, Harare

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Causeway, Harare

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Dhaka

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Beijing Agricultural University
Center Integrated Agricultural Development
Beijing

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Tropics
Andhra Pradesh

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New Delhi

Indian Agricultural Research Institute
New Delhi

Indian Institute of Management
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Agency for Agricultural Research and Development
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Tokyo

Institute of Developing Economies
Shinjuku-Ku, Tokyo

Japan International Cooperation Agency
Agriculture, Forestry & Fisheries
Shinjuku-Ku, Tokyo

Tropical Agriculture Research Center
Ministry of Agriculture, Forestry & Fisheries
Tsukuba, Ibaraki

JORDAN

National Centre for Agricultural Research & Technology
Transfer
Baqa

REPUBLIC OF KOREA

International Technical Cooperation Rural Development
Administration
Kyeonggido

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Malaysian Agricultural Research and Development
Institute
Kuala Lumpur

University Pertanian Malaysia
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Ministry of Agriculture
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MYANMAR

Institute of Agriculture
Pyinmana

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Agricultural Documentation Center
Kathmandu

Nepal Agricultural Research Council, Department of
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Los Baños, Laguna

University of the Philippines at Los Baños
Los Baños, Laguna

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Headquarters (IIMI)
Pelawattecolombo

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Department of Agriculture
Peradeniya

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University of Peradeniya
Peradeniya

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Bangkok

Chiang Mai University, Faculty of Agriculture
Chiang Mai

Khon Kaen University, Faculty of Agriculture
Khon Kaen

UZBEKISTAN

Institute of Genetics
Tashkent

VIETNAM

Vietnam Agricultural Science Institute Van Dien
Hanoi

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OPEC Fund for International Development
Vienna

Universität für Bodenkultur
Vienna

Vienna International Centre
Vienna

BELGIUM

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Communication, Culture
Brussels

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Gembloux

CYPRUS

Agricultural Research Institute
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Copenhagen

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Helsinki

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Buenos Aires

Centro Nacional de Investigación Agropecuaria
Buenos Aires

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Department of Agriculture
Nassau

BERMUDA

Department of Agriculture & Fisheries
Hamilton

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Cali

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Enseñanza
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La Habana

Centro de Información y Documentación Agropecuaria
(CIDA)
La Habana

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Ministry of Agriculture
Roseau

DOMINICAN REPUBLIC

Instituto Dominicano de Investigaciones Agropecuarias
Santo Domingo

Fundación de Desarrollo Agropecuario, Inc.
Santo Domingo

ECUADOR

Instituto Nacional Autónomo de Investigaciones
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Port Au Prince

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Secretaría de Recursos Naturales
Tegucigalpa

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Kingston

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Canberra

Australian Center for International Agricultural Research
Canberra

FIJI

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Nausori

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University of Guam
Mangilao

NEW ZEALAND

Massey University
Palmerston North

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Konedobu

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Honiara

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Apia

West Asia, North Africa

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Irrigation
Kabul

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Institut National de la Recherche Agronomique d'Algérie
(Belfort) El Harrach

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Manamah

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(CDIA)
Ministère de l'Agriculture et du Développement Rural
Djibouti

EGYPT

Agricultural Research Centre
Dokki, Giza, Cairo

IRAN

Agricultural Scientific Information and Documentation
Centre
Tehran

KUWAIT

Kuwait Institute for Scientific Advancement
Safat

Kuwait Fund for Arab Economic Development
Safat

Kuwait Institute for Scientific Research (KISR)
Safat

LEBANON

American University of Beirut, Faculty of Agricultural &
Food Sciences
Beirut

Centre de Documentation, Conseil National de la
Recherche Scientifique
Beirut

LIBYA

Agricultural Research Centre
Tripoli

MAURITANIA

Centre National de Recherche Agronomique et
Développement
Kaedi

MOROCCO

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Rabat

École Nationale d'Agriculture de Méknès
Meknes

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Islamabad

National Agricultural Research Centre
Markaz, Islamabad

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Doha

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Riyadh

Ministry of Agriculture and Water, Agricultural Research
Department
Riyadh

SUDAN

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Khartoum

Agricultural Research Corporation
Wad Medani

SYRIA

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Damascus

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Ariana, Tunis

Centre National de la Documentation
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Tunis

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Ministry of Agriculture & Fisheries
Al Fujairah

Ministry of Agriculture & Fisheries
Dubai

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