

# **Science for global development**

**WOTRO Strategy Plan 2011-2014**

**(draft for discussion)**

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# Summary

## I Introduction

*WOTRO Science for Global Development* is a research granting organisation focusing on programming, funding and monitoring research. WOTRO is part of the Netherlands Organisation for Scientific Research (NWO). As such, WOTRO shares in NWO's legal status as a public but independent administrative body (autonomous administrative authority) and is legally mandated to channel and impartially allocate public funds for research. Consequently, research programming, assessing research proposals, and research funding, are all part of its core business. WOTRO derives its legitimacy in these fields and its acceptance within academic circles from being part of this formal granting system with its procedures and mechanisms for competition-based peer-reviewed quality assessment.

With this document WOTRO presents its strategy for the 2011-2014 period. The strategy builds upon proven strengths and pro-actively responds to changing environments. It is the result of a process of consultation and dialogue with partners and stakeholders, both in the Netherland and in developing countries.

The document starts with exploring the relevant global and national trends that influence the environment in which WOTRO works. It then proceeds to characterise WOTRO's identity and position and to present the vision and mission of the organisation. The two chapters that follow make WOTRO's mission operational by describing the objectives for the strategy period and the action lines chosen to reach these objectives. A final chapter presents the governance and organisational structure of WOTRO and indicates the personnel and financial means that are required to implement the strategy.

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## II Changing environments

### *Understanding development*

Science for global development is more pertinent than ever. No single model captures the intricacies of the development process. Development is difficult to predict or steer and is non-linear in cause and effect. Effective international collaboration and development interventions depend upon a correct understanding of contextual and global dimensions of development issues and their mutual interplay. Understanding complexity requires a knowledge-oriented approach to development for which scientifically validated knowledge is vital.

Policy makers increasingly realise the need for knowledge and research-based understanding to inform policies and interventions. Developing countries see the need for investing in science and technology and formulate ambitious research agendas<sup>1</sup>. The donor community is stepping-up attention for knowledge and research. A recent report of the Dutch Scientific Council for Government Policy<sup>2</sup> on development aid strongly advocates more research for development and an adequate knowledge infrastructure.

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<sup>1</sup> For example ICSU ROA (2007 and 2008), NEPAD/AU (2005)

<sup>2</sup> WRR (2010)

Relevant research programming requires awareness of influential trends playing out in the fields of global development and of science. These trends shape the context in which WOTRO operates and needs to unfold its strategy.

### ***Trends in global development***

Globalisation continues to transform the world into an ever more interdependent system. However, effects of globalisation work out differently across the globe, increasing inequalities within and between regions, localities and populations. States and citizens have unequal access to global opportunities – most notably new technologies and infrastructures, socio-economic chances, and cultural expressions – and carry unequal shares of global burdens. Development is increasingly dominated by the interference of global and local transitions.

#### **New agendas**

Development discourse and practice widen, embracing emerging topics of global concern and their impact on poverty. Poverty is increasingly seen as a problem related to global processes that affect both developing, emerging and developed countries, albeit in different ways. Poverty reduction is influenced by emerging global and regional scarcities (i.e. water, food, natural resources) and the growing importance of international public goods (i.e. climate, financial stability, prevention of pandemics). As a consequence, attention grows for so-called *one-world issues*, issues that affect all, and related approaches that focus on the interplay of global, regional and local transformation processes, as against a country focus.

#### **New actors**

Globalisation and the widening of development discourse evoke the involvement of ever new players in international cooperation. Moreover, South-South collaboration is increasing. As a consequence, international development cooperation is no longer the exclusive playground of specialised actors and agencies. For example, sectorial ministries are dealing with global dimensions of the environment, health, migration, security or trade. Aid is likely to shift from philanthropy to collaboration based on enlightened self-interest with donor-recipient relationships turning into interdependent partnerships.

#### **New thinking**

Debates on the relations between aid and development have revived, resulting in a call for a more business-like approach with emphasis on return on investment<sup>3</sup>. Some advocate a larger role of the private sector and a stronger focus on the productive sectors of society.

On the other hand, insights into the importance of human, social and natural capital for human well-being and the quality of life is growing<sup>4</sup> and our understanding of the multi-faceted nature of poverty and development has deepened. The notion of “3D human wellbeing”, for example, shifts the focus beyond income and narrow human development indicators and takes account of material, subjective, and relational wellbeing. It suggests that public policy should continue to emphasize material well-being, but should also address individual life satisfaction, human sovereignty and the connections between people within families, organisations and societies.

#### **Risks and challenges**

New agendas, actors and thinking present exciting new possibilities. But there are also important risks. One obvious risk is that the widening agenda will shift attention and resources towards global problems and dimensions without taking poverty issues and especially the contextual aspects of poverty issues into account. Another risk is that an enhanced business-oriented approach will result

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<sup>3</sup> For example Dambisa Moyo's *Dead Aid* (2009)

<sup>4</sup> Stiglitz, Sen & Fitoussi (2009)

in a one-dimensional focus on economic growth and will set back the clock in giving attention to the material dimensions of development only. A third risk is that the role of new players will increase the already prevailing fragmentation and lack of coherence in international cooperation.

The corresponding challenges are to take global transformation processes into account without losing sight of contextual dimensions, to create room for private sector dynamism without forgetting about the poor and losing sight of the wider dimensions of development, and to actively relate to new actors to create synergy and effective collaboration.

### ***Trends in science***

An important dimension and driver of globalisation is the world-wide knowledge intensification of the economy and society at large. The role of science and innovation in global development is becoming more pronounced. Most emerging economies are also emerging science nations. Countries like Brazil, India, China and South Africa invest heavily in science and technology and are rapidly closing the knowledge gap with the developed world.

#### **Internationalisation**

An important manifestation of the world-wide knowledge intensification is the internationalisation of science and research capacity. Science has always been global in outlook in the sense that science is practiced within networks and communities that transcend the boundaries of institutions and countries. However, the pace of internationalisation is picking up and research increasingly takes place in the context of international collaboration.

A related trend is the increasing mobility of knowledge. On the one hand this is facilitated by information and communication technologies that allow for global communication and exchange of knowledge, and for the storage and rapid distant retrieval of enormous quantities of data and information. On the other hand it takes the form of international mobility of researchers. Researchers around the world have become foot-loose and group and re-group across boundaries. Although emerging patterns differ per discipline, there is a tendency for researchers to crystallise around nodes of excellence within wider networks.

#### **Partnering in programming**

International collaboration in research programming and funding is becoming more pronounced. Within Europe a policy to create an open European research area (ERA) is being pursued aimed at creating thematic focus and critical mass. In the context of the European framework programmes various ERA-net funding schemes are set up. In the European Science Foundation (ESF) individual sister councils collaborate. Individual countries pursue bilateral research collaboration with emerging science nations. The ESF and the body of collaborative heads of the European research councils (EuroHORCs) have formulated a vision on the need to promote a global research area. Yet, Europe is only one example. Across the globe we witness the rise of regional networks for research collaboration, research policy development and advice, and research programming.

#### **Sharing capacity**

Scientific careers and talent development are increasingly based on international brain circulation. Research capacity development nowadays crucially depends on international partnerships and exposure. Many countries benefit from this mobility. For example, emerging science nations increasingly succeed in mobilising their *diaspora* through distant involvement or through actual re-migration. New vibrant hotspots of scientific activity and nodes of excellence spring up around the globe and serve as regional centres of gravity. However, not all countries benefit equally from this

mobility. Developing countries, often lacking an adequate research infrastructure and an enabling research policy environment, suffer from a substantial brain drain.

#### **Trans-disciplinary research**

Enhanced awareness of the importance of science for development translates in growing pressure by policy makers and research donors on researchers to guarantee and demonstrate the actual or potential use of research outcomes. As a consequence many research donors encourage interdisciplinary research that is inspired by the needs of society or is explicitly problem and solution-oriented.

Addressing intricate development issues often calls for trans-disciplinary research partnerships, research that involves non-scientific players (policy makers, enterprises, civil society, consumers and other end-users) who stand to benefit or suffer from the outcomes of research. Research is increasingly embedded in wider innovation systems that transcend the boundaries of academia and allow stakeholders to participate in the co-creation of knowledge for innovation.

#### **The peer review mechanism**

Validation by peers is the hallmark of science. The call from policy makers and research donors for use and valorisation of research outputs leads to more inclusive scientific practices and to new and wider forms of peer review, but it does not alter the principle of inter-subjective validation. Internationalisation of research goes hand in hand with the growth of global quality standards and international peer review processes. As a consequence scientific competition is becoming more global, outspoken and fierce, also in the field of assessing research proposals for funding. As a result, only scientifically solid research of high quality is being funded.

Unfortunately, the system has a drawback when it comes to pioneering research. The more elaborate the process of peer-review becomes, and the more diverse the composition of the assessment committees is, the more conservative the outcome seems to be. Within the committees there is a tendency to find common ground by focusing on the feasibility and proven methodology of the proposed research. This may block opportunities for truly pioneering and break-through research. The plea to create room for more risky intuition-led research gains force.

#### ***Science and development contexts in the Netherlands***

The Dutch policy on science and higher education embraces the internationalisation of science through enlarging the mobility of students and researchers, advocating an international orientation of higher education institutes, promoting brain circulation, and improving the appeal of the Netherlands as port of call for foreign researchers and knowledge workers<sup>5</sup>. Moreover, the Ministry of Education, Culture and Science seeks to enhance synergy of higher education, research and science policies with development cooperation.

Within the Ministry of Foreign Affairs, and more specifically the Directorate General of International Cooperation (DGIS), the growing need for research-based knowledge has repeatedly been voiced and the importance of independent science has been stressed. Policy-wise this translates in a stronger emphasis on capacity strengthening in higher education and research in developing countries on the one hand, and in actively pursuing a knowledge agenda for the Ministry itself and the development sector at large on the other hand. An important element is to overcome the fragmentation in the knowledge for development arena.

The report on Dutch development aid by the Scientific Council for Government Policy addresses the importance of knowledge for development. It argues that more extensive knowledge and research

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<sup>5</sup> OCW (2009)

attention should be given to global developments by pursuing an agenda aimed at coherence for development, international public goods, and global governance. It highlights the importance of a thorough knowledge base for development policy and strongly pleads that more attention (and funding) should go to knowledge and research, both in the Netherlands and in developing countries.

The Netherlands Organisation for Scientific Research (NWO) seeks to strengthen its role as central research donor in the Netherlands by channelling public funds meant to strengthen the Dutch knowledge infrastructure, and the various funding streams from ministries meant for applied research into specific sectors or problem areas. In its new strategy NWO will follow a two-forked approach in research funding. On the one hand it will continue to create room for scientific renewal and talent development by offering subsidy schemes for untied scientific research. On the other hand it will increase cooperation with social partners to fund thematic research addressing burning issues in society. NWO aspires to enter into new partnerships in both the public and private sectors to pursue research for innovation and promote the use of research outputs.

NWO has identified five broad thematic areas in which it seeks to focus research for society and for which it wants to build strategic partnerships with other donors and stakeholders: health, water/climate, sustainable energy, sustainable cities/mobility, and transitions/cultural dynamics. All themes have a clearly recognisable international or even global dimension that resonates well with the widening knowledge for development agenda. NWO collaborates with sister councils in Europe, both at the level of the Commission and the level of the member states. Moreover, it has entered into bilateral programming agreements with sister organisations in China and India and explores further possibilities for international collaboration beyond the developed world. In the 2011-2014 strategy period NWO wishes to contribute to the development of a global research area.

These trends indicate that there are opportunities for better aligning Dutch science and development policies. There is potential for mainstreaming attention for global development issues in the wider Dutch knowledge system. There are also possibilities for better mobilising Dutch scientific expertise and funding modalities for development-oriented research. Within this context WOTRO re-calibrates and re-defines its position and mission.

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### **III WOTRO's identity**

#### ***Position regarding science and development***

Over the years WOTRO has increasingly focused on programming and funding development-oriented research. WOTRO experiences no *a priori* tension between excellence and relevance of research. On the contrary, scientific excellence is a prerequisite for development relevance (although not a sufficient condition). For that reason WOTRO believes that development-oriented research should be embedded in academia and should explicate linkages with basic questions and fundamental theoretical insights. Yet, WOTRO equally believes that development relevance and the actual up-take of research outcomes require an open attitude and constant dialogue between scientists and other stakeholders. For that reason, development-oriented research needs to be embedded in both academia *and* society. WOTRO encourages the involvement of various stakeholders in the entire research process to enhance the relevance of research programming and to promote the use of research results for sustainable development.

In pursuing this agenda, WOTRO has gained experience in ensuring development relevance of research and in combining scientific excellence with development impact. Within NWO, WOTRO plays a distinct role as catalyst and facilitator of development-oriented research and research programming. Moreover, through its track-record at the interface of science and development, WOTRO is well-positioned to foster dialogue and exchange between scientists on the one hand and various stakeholders in the field of development and international cooperation on the other.

## ***Mission***

WOTRO envisions a world in which knowledge is harnessed to realise equal opportunities for all. WOTRO seeks to promote the generation, sharing and use of validated knowledge to contribute to processes of transformation that enhance the quality of life in developing countries. Growing global interdependence calls for enhanced research attention for the increasing interference of global and local dimensions of development. To this effect, WOTRO adjusts its mission for the 2011-2014 strategy.

**WOTRO's mission is to promote research and its use for sustainable development, taking into account the interplay of global and local transformation processes.**

### *development*

Development is about creating an environment in which people can realise their full potential and lead productive, creative lives in accord with their needs and interest. It is about expanding the choices people have to lead lives that they value. The objective of development is well-being for all, that is the experience of good quality of life<sup>6</sup>.

### *sustainability*

Sustainability means that meeting the needs of the present does not compromise the ability of future generations to meet their own needs. It is a matter of equitable sharing of development opportunities between present and future generations<sup>7</sup>.

## ***Expertise***

WOTRO's specific expertise lies in the following fields:

- *development-oriented interdisciplinary research*  
Development-oriented research deals with complex issues and processes that do not yield to narrow disciplinary research. It requires the interplay and mutual adjustment of various disciplinary approaches. WOTRO's criteria for funding are geared towards promoting such research.
- *research that is socially embedded through multi-stakeholder involvement*  
Multi-stakeholder involvement is a prerequisite to ensure research relevance and the actual use of research outputs. WOTRO facilitates such involvement at all relevant stages: designing programmes for research funding, quality assessment of research proposals, programming and conducting research projects, and sharing research outputs.

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<sup>6</sup> Freely after UNDP (<http://hrd.undp.org/en/humandev>) and Chambers (2005)

<sup>7</sup> Freely after the Brundtland Report (WCED, 1987) and the 1994 Human Development Report (UNDP, 1994)

- *peer-reviewed quality assessment of inter- and trans-disciplinary research proposals*  
Quality assessment of proposals for interdisciplinary and trans-disciplinary research requires a specific methodology and calls for specific competencies. WOTRO has ample expertise in organising and facilitating this.
- *partnerships that contribute to research capacity strengthening*  
WOTRO has built expertise in research capacity strengthening through promoting international research partnerships and research teams. WOTRO funded research is being explicitly assessed on the quality of these partnerships and their contribution to research capacity development.
- *dialogue and exchange between scientists, policy makers and practitioners*  
Operating at the interface of science and development, WOTRO has considerable experience in promoting and facilitating interaction between scientists, policy makers and practitioners, both in the context of knowledge oriented networks and platforms, in research programming, and at the level of research projects.

**Disciplinarity** is the result of the practice of scholarly inquiry to break the world down in smaller, more understandable parts, each giving rise to a field of disciplinary knowledge.

**Cross-disciplinarity** describes research into a subject outside the context of the discipline in which it is normally studied. Topics are studied using methodologies from an unrelated discipline. This approach does not seek cooperation or integration with other disciplines.

**Multi-disciplinarity** refers to the mixing of disciplinary research without any attempt of integration. The research uses and retains various disciplinary assumptions and methodologies without mutual influence or adjustment.

**Inter-disciplinarity** relates to research that cuts across various established disciplines or fields of study. Interdisciplinary research seeks to interweave and integrate disciplinary assumptions and perspectives in the interest of developing new methods for understanding the research subject. It typically focuses on problems felt to be too complex or vast to be dealt with adequately with the concepts and methods of a single discipline.

**Trans-disciplinarity** is taken to denote forms of integrative research that do not only reach across disciplinary boundaries, but also involve knowledge from beyond the boundaries of the scientific community. It integrates scientific knowledge and extra-scientific knowledge, experience and practice in problem-solving. Trans-disciplinary research takes the diversity of life-world and scientific perceptions of issues into account and links abstract and case-specific knowledge.

### ***Building on strength***

WOTRO is well equipped to anticipate and pro-actively respond to the global and national trends playing out in the fields of development and science. It is attuned to most of these trends and is actively involved in shaping future directions. The strategic choices made for the 2007-2010 strategy period have proven to be relevant and can be built upon for the new strategy period. Changing environments, however, call for some changes in emphasis and orientation. For that reason WOTRO adjusts its thematic focus, will give increased attention to leveraging development-oriented research through strategic partnerships, will experiment with pioneering research, will promote initiatives for knowledge synergy, and will intensify its strategy for research capacity strengthening.

### **Thematic emphasis**

The widening of the development agenda requires a concomitant widening of the research for development agenda<sup>8</sup>. Although the MDGs remain important as a collective focus of development efforts and markers of progress, there is a growing need for evidence-based knowledge into the interplay of global and contextual dimensions of development<sup>9</sup>. WOTRO therefore adjusts its thematic focus to research that takes note of global interdependence, yet is fully aware of the local and contextual dimensions of development and the long-term effects of the interplay of global and local transition processes.

### **Leveraging development-oriented research**

WOTRO will widen and diversify strategic partnerships with other agencies (both in the Netherlands and abroad) involved in research programming and funding. WOTRO will promote the sharing of best practices and procedures and the pooling of funds for joint programming. This will allow WOTRO to infuse development relevance in (national) research programmes and to leverage its experience with promoting socially embedded and trans-disciplinary research. Compared to the 2007-2010 strategy period, this represents a shift towards more strategic partnerships and away from subsidy schemes that are fully WOTRO funded.

### **Pioneering research**

The call for risky but potentially ground-breaking research is also heard within WOTRO circles. The widening development agenda calls for new theories and paradigms, daring new approaches that will challenge established thinking and produce countervailing knowledge. WOTRO, therefore, will introduce and experiment with a funding scheme for pioneering research.

### **Synergy and coherence**

The need for synergy will be addressed by playing a more pronounced role as platform for interaction between researchers, policy makers, and practitioners in the field of international development. WOTRO is already hosting and funding various platforms and networks, but can extend its role through streamlining and integrating the various existing and new knowledge-oriented network initiatives. To this effect WOTRO will host and facilitate administrative and secretarial support functions to such networks.

### **Global research area**

A global research area is gradually emerging through the internationalisation of science. Unfortunately, researchers around the globe have unequal access. There is a need for WOTRO to step up attempts to enhance access for researchers from developing countries to the global research area. WOTRO will take initiatives to create generic co-funding arrangements geared towards collaboration with researchers from these countries.

### **Research capacity strengthening**

The growing knowledge intensity of the economy and society at large translates into an increased demand for research capacity. This is especially the case in developing countries<sup>10</sup> suffering from the effects of brain drain. At the same time the internationalisation of research offers new possibilities for research capacity strengthening. WOTRO will respond to this trend by expanding its strategy to promote capacity strengthening at all levels and to integrate capacity strengthening in all research activities that WOTRO funds.

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<sup>8</sup> Molenaar, 'Towards a new understanding of research for development', in: Molenaar et. al. (2009).

<sup>9</sup> And also into the interplay of various global transition processes and related emerging scarcities in food, water, energy and minerals. See Projectgroep Schaarste en Transitie (2009).

<sup>10</sup> See for example Conway & Waage (2010).

## IV Objectives

Within its mandate to promote research for sustainable development, WOTRO sets five overall objectives for the 2011-2014 strategy period.

1. Increased generation and use of high-quality knowledge
2. Increased generation of groundbreaking ideas
3. Enhanced synergy in knowledge for development
4. Enhanced global research area
5. Strengthened research capacity

### ***Objective 1 Increased generation and use of high-quality knowledge***

#### *Rationale*

Research outcomes will be used when research is geared towards development problems and meets with the knowledge demands from society. To ensure that research meets such demands, WOTRO research programming always takes the form of a collaborative effort in which scientists together with various stakeholders from society articulate knowledge needs and research questions. As a rule, international experts from various backgrounds are involved in the formulation of the WOTRO strategy at large and in the conceptualisation of its research funding programmes.

In a further strategy to increase the generation and use of science for development, WOTRO seeks to identify and enter into strategic partnerships for funding thematic demand-led research. Thus WOTRO uses its expertise and methodologies to leverage relevant research. This includes partnerships with NWO divisions and other public and private donors. Such programmes realise a clustering of research attention around themes that are deemed to be of particular relevance for (global) society and strengthen coherence between donors. The specific role of WOTRO in these partnerships is to guarantee that such programmes meet the priorities and knowledge needs of developing countries and assure scientific quality, relevance and rigour.

At the level of individual research projects the role of WOTRO focuses on improving the use of knowledge by a better vertical integration in the knowledge chain, explicating downward linkages with possible applications, and a better horizontal integration in innovation networks. Integration of research in innovation systems allows for the trans-disciplinary co-creation of knowledge and knowledge applications and the immediate valorisation of knowledge for development. Stakeholder engagement is pursued in all phases of the research, from framing the research questions to the dissemination and use of the results.

Free access to the output of publicly funded research is of paramount importance for the use of research outputs for development. WOTRO advocates an open access policy and will integrate it in its subsidy schemes in line with general NWO policy.

Increased generation and use of high-quality knowledge is implemented notably in Action Line 1.

### ***Objective 2 Increased generation of ground-breaking ideas***

#### *Rationale*

Out-of-the-box thinking and critical scientific minds are needed to better conceptualize and understand complex and interrelated transformation processes and bottlenecks to development. Such understanding is a prerequisite for developing new informed policies aimed at social progress

and enhanced sustainable well-being. For new ideas to emerge and new paradigms to be conceived, an open agenda is required that is not bound to current policies and stakeholder demands, and that allows for the exploration of new perspectives, new fields and new dimensions.

Increased generation of ground-breaking ideas is implemented in Action Line 2.

### ***Objective 3 Enhanced synergy in knowledge for development***

#### *Rationale*

Because of the arrival of new players both in the global development arena and through the rise of regional centres of excellence in the field of science, there is need for stepped-up attention for creating synergy. WOTRO will address this by expanding its collaboration with global and regional networks in the field of research for development and through entering into new strategic partnerships as explained under objective 1.

However, there is also reason to give specific attention to enhancing synergy in the Netherlands. There is broad expertise for development to be found in the Netherlands. However, fragmentation of the Dutch knowledge community for development is recognized as a weakness hampering the knowledge base and effectiveness of Dutch development policies. Over the last years many initiatives have been developed to improve the dialogue between policymakers, scientists and practitioners. During the 2007-2010 strategy period, WOTRO has already been involved with various such initiatives.

However, these initiatives are all relatively autonomous or self-standing endeavours and do not optimally contribute to coherence in knowledge for development. As a public body operating at the interface of science and development, WOTRO is well positioned and feels a responsibility to play a role in enhancing such coherence. In the 2011-2014 strategy period WOTRO aims to create knowledge synergy through facilitating coordination and integration of various platforms and networks at the cutting edge of knowledge for development.

The focus of this third objective is the knowledge needs of the Dutch development community. Enhanced knowledge synergy will be implemented in Action Line 3.

### ***Objective 4 Enhanced global research area***

#### *Rationale*

Sustainable development requires the active involvement of many, not in the least the involvement of researchers from developing countries. Unfortunately, for many such researchers the access to funding schemes and international research collaboration is limited. WOTRO is too small an organisation to address this situation alone. Contributing to widening and deepening the emerging global research area (GloRA) requires initiatives to build sustainable co-funding arrangements at various levels. Such arrangements should take the form of more or less permanent structures for collaboration.

This objective is complementary to objective 1 in that it does not focus on specific themes for joint programming and co-funding but seeks to establish more permanent forms of collaboration. This implies that the collaboration is not limited to specific thematic programmes and is more generic in nature. It requires the harmonisation of the efforts of research donors at various levels.

Strategic partnerships entered into under objective 1 could be the starting point for developing more permanent co-funding arrangements. WOTRO will explore possibilities to cooperate with

other European councils to join forces in this respect, for example in the context of ESSENCE, and will seek or expand collaboration with research councils in the developing world (such as the ICSSR in India and the NRF in South Africa). In the interest of joint programming WOTRO will expand its collaboration with global and regional networks, especially in Africa.

Contributing to an enhanced global research area will be implemented in Action Line 4.

**Objective 5 Strengthened research capacity**

*Rationale*

Effectiveness of development collaboration depends on ownership and alignment. The implementation of the Paris and Accra agendas to enhance ownership and alignment suffers from insufficient absorption and implementation capacities in developing countries. For that reason, capacity strengthening is a central concern. In the field of research, ownership and sustained capacity can only occur when strong research systems are in place. Such systems usually are conceptualised as consisting of three levels: the individual level, the organisational or institutional level<sup>11</sup>, and the systemic level.

At the individual level, research capacity strengthening can hardly be distinguished from the process of actually conducting research. WOTRO has always given and will continue to give attention to capacity strengthening within the context of conducting research.

In the 2011-2014 strategy period WOTRO will step up its efforts to strengthen research capacity at the institutional level. For developing countries, capacity strengthening at the institutional level is important to be able to build and retain a critical mass of researchers, avoiding brain drain, allowing for the emergence of a 'research culture' and advocating for a more conducive national policy environment. Capacity strengthening at the institutional level requires actively linking-up individual researchers or research groups to wider scientific communities<sup>12</sup>. Such communities cut across organisational boundaries and are often international in nature. Of special importance are linkages with regional or global nodes of excellence that function as centres of gravity within the global scientific landscape. WOTRO will promote and demand that research projects will develop an explicit strategy to build linkages and seek exchange with relevant scientific communities and nodes of excellence.

Possibilities for WOTRO to contribute to capacity strengthening at the systemic level will be explored. During the 2011-2014 strategy period, WOTRO will pursue international collaboration with other European research councils to align with existing initiatives to strengthen African research councils and to jointly harmonize procedures and develop new initiatives.

Strengthened research capacity will be implemented in all four Action Lines.

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<sup>11</sup> The literature in this field is confusing in that the concept of institutional capacity strengthening sometimes refers to the level of individual organisations or institutions, and in other cases to the wider institutional landscape of the variety of interrelated institutional players, the policy environment and the rules of the game (hence the systemic level). WOTRO shall use the concept of institutional capacity strengthening to refer to the middle level, the level in between the individual and the systemic level, while recognizing that in the field of research capacity this has a special meaning and does not primarily refer to strengthening individual organisations.

<sup>12</sup> Scientific communities consist of scientists that work on more or less the same fields and that meet around conferences, specialised journals and participation in committees.

## V Lines of Action

Building on experience and on proven best practices, WOTRO will realise the five objectives along four Lines of Action. Proven facilities and instruments for research funding and for promoting knowledge synergy will continue to be used and elaborated upon, while new tailor-made facilities and instruments will be developed.

WOTRO will organise its (funding) activities in the 2011-2014 strategy period along the following four action lines:

1. Funding research that is integrated in society
2. Funding challenging ideas fostering break-throughs
3. Facilitating platforms for knowledge synergy
4. Setting-up sustainable co-funding structures

### ***Action line 1 Funding research that is integrated in society***

The core of the WOTRO approach in research funding lies in enhancing both scientific quality and the use of research results for development. To this effect, WOTRO puts emphasis on stakeholder consultation, inter- and trans-disciplinarity, and international partnerships in research collaboration. This approach, representing the flagship of the WOTRO programmes developed under the 2007-2010 strategy period, will continue to absorb most of the funding that WOTRO can leverage.

The approach will be further developed and deepened by encouraging integration of different research types along the knowledge chain (from applied research up to and including fundamental research and vice versa) within all funded projects. Proposals will need to highlight a perspective on the position of the research in the knowledge chain and a description of the upward and downward linkages. Moreover, proposals will have to be based on a process of interactive demand articulation, and need to indicate how the research will be horizontally integrated within a network of innovation and provide (interim) knowledge products. Two sub-lines of activities can be distinguished.

#### **Strategic partnerships for thematic research**

A first sub-line relates to strategic cooperation with other (inter)national donors on specific themes. Through such partnerships WOTRO seeks to leverage its approach to generate development-oriented research. This will be the main focus of attention for the 2011-2014 strategy and will draw most of the funding, both core-funding and external funding. Current programmes such as NACCAP, GHPHSR, PopDev, CoCooN, GFS and others come under this category. With existing and new strategic partners WOTRO will open additional subsidy windows for thematic research. Strategic cooperation on new themes can be foreseen, including long term research-needs identified by the various networks supported under Action Line 3 and themes identified within joint initiatives at European level, such as specific ERA-net or INCO initiatives, or in collaboration with research councils in developing countries.

Under this activity WOTRO will continue and expand its role in leveraging development-oriented research within the NWO-wide thematic priorities. This ambition dovetails well with NWO's choice of research themes that have an international or global dimension and NWO's objective to address such dimensions through international collaboration.

On the basis of NWO's mandate to impartially allocate public research funds, and in line with NWO's ambition to expand its role as central research donor, WOTRO will actively seek to play a

more pronounced role in channelling funds for development-oriented research, both from DGIS and other development donors. In offering its expertise and facilities, WOTRO expects to be able to create an opportunity for these donors to out-source their knowledge and research oriented programmes in the interest of enhanced efficiency, effectiveness, and coherence. WOTRO will develop mechanisms and procedures for ploughing back research outputs into policy development and decision-making processes and for learning cycles to materialize.

#### **Integrated programmes**

For quite a number of years WOTRO has run a funding scheme for multi-annual, medium-sized programmes integrating various research projects, the so-called Integrated Programmes scheme. Under the 2011-2014 strategy period WOTRO will direct the Integrated Programmes scheme to correspond with the new mission and take the interplay of global and local transformation processes into account. Next to funding new programmes, for reasons of sustainability WOTRO will create a possibility for follow-up funding to programmes already being supported under the 2007-2010 strategy period. This will allow such programmes to expand their approach towards longitudinal research, to develop or improve their research capacity strengthening strategies, and to deepen their roots in local systems of innovation.

Research that is integrated in society and in innovation networks may evoke interest and sudden new knowledge needs by policy makers and practitioners. Such needs are additional and complementary to the agreed upon research design and may not always be effectively catered for within that design. Within its research funding programmes, WOTRO will create possibilities to fund fast-track research that takes its starting point in the short-term knowledge needs of policy makers and development practitioners. This approach is also meant to cater for the relatively acute research questions that arise from the knowledge circles supported by the Knowledge Forum for Development under Action Line 3.

### ***Action Line 2      Funding challenging ideas fostering break-throughs***

The objective to increase the generation of ground-breaking ideas will be pursued via two separate activities.

#### **Innovational research incentives scheme**

Under the 2007-2010 strategy period WOTRO became involved in the NWO scheme for Innovational Research Incentives, a scheme specifically set up to encourage ground-breaking research and talent development. The scheme is open to applicants from around the world affiliated to a Dutch university. On the basis of its experience with interdisciplinary research, WOTRO was invited to administer the window for proposals that cut across domains of adjacent disciplines. Under the 2011-2014 strategy period, WOTRO will continue to play this role, aiming to generate more development-oriented research proposals.

#### **Countervailing knowledge**

Refreshing out-of-the-box thinking is required for innovative development policy and practice. To encourage out-of-the-box thinking, WOTRO will introduce a new scheme in which competitive calls for ideas rather than for research proposals will be announced. The subsidy scheme will be

experimental in nature<sup>13</sup>. It will be used as a seedbed for generating countervailing knowledge on development processes and development policies. Under this scheme, research is expected to address the wider international development issues and focus on emerging topics and dimensions considered to be the most burning global challenges. The scheme will be open to individual researchers or research groups and will focus on researchers at the peak of their intellectual development and productivity. Furthermore, the scheme will be global in reach in the sense that it will be open for researchers of all backgrounds or nationalities.

### **Action Line 3      *Facilitating platforms for knowledge synergy***

Under this Action Line two separate but related activities can be distinguished. The first relates to a facility to provide support for various existing and new platforms and networks. The second relates to The Broker.

#### **Knowledge Forum for Development**

To enhance knowledge synergy within the Dutch knowledge for development community, but also to enhance efficiency through harmonisation, WOTRO will set up and host a facility for providing administrative and secretarial support for the various platforms and networks aimed at unlocking, sourcing and sharing knowledge between policy makers, researchers and practitioners in the field of international cooperation and global development. The facility will allow existing and new platforms and networks to share and communicate, mutually complement and adjust knowledge agendas, streamline consultation methods, build synergy to articulate coherent research needs and advise policymakers and other stakeholders. This facility is referred to as the Knowledge Forum for Development.

Specific sub-objectives of the Knowledge for Development Forum are:

1. to enhance the knowledge base of Dutch policies on development policy and globalisation;
2. to enhance coherence of the Dutch policy on knowledge for development;
3. to enhance the relevance for development of the Dutch knowledge players.

The Knowledge Forum for Development will host and provide support to initiatives at various levels.

First of all the Forum will facilitate various knowledge circles. Knowledge circles consist of scientists, policy makers (from various DGIS departments and NGOs) and practitioners (both public and private) having expertise in specific thematic fields. The Knowledge Forum for Development will provide support to these circles, allowing the various initiatives to learn from one another and avoiding unnecessary duplication or overlap. In providing a more or less permanent core of secretarial and networking services, the Forum can also embrace and host new initiatives responding to changing circumstances and new policy priorities.

The knowledge circles will have a budget for relevant activities (such as meetings, data bases, seminars, drawing up inventories or scoping papers, or preparatory work for formulating policy advice or advice on research) in line with their specific mandate and objectives. They will advise their member organisations (upon invitation or on their own initiative) on their international policies and knowledge agendas. If identified knowledge needs require a change in research policy, funding or infrastructure, the circle will advise relevant policy makers and research donors.

Secondly, the Forum will facilitate and support a network for exchange and dialogue between various umbrella organisations within the Dutch knowledge system and the knowledge for

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<sup>13</sup> An example to encourage highly original research ideas can be found at the Bill and Melinda Gates Foundation. Their "*Grand Challenges Scheme*" provides room for ideas that never before have been tested and are beyond the currently accepted paradigms.

development community (such as NWO, KNAW, VSNU, PIE, HBO-council, NUFFIC, PSO, PARTOS). This network could be named the Knowledge for Globalisation Network. The Knowledge for Globalisation Network will act as sparring partner and contact point for the various Dutch ministries pursuing an international agenda.<sup>14</sup>

The Knowledge Forum for Development will not provide funding for full-blown research. Research needs identified and advised upon by the Forum could require either a longer-term research programme to be further developed, or research projects with a relatively shorter time-frame (fast-track research). WOTRO will have facilities for (the funding of) both types of research. However, to separate advisory from decision-making responsibilities concerning research funding, such facilities will not be placed under the Knowledge Forum for Development but will be addressed under WOTRO's Action Line 1.

#### **The Broker**

The Knowledge Forum for Development will be flexible in supporting emerging new thematic networks or circles. However, knowledge synergy requires more than the functioning of permanent or semi-permanent platforms and networks. It also requires the possibility for various stakeholders to mobilise around topical issues, policy developments and emerging scientific insights. In recent years, The Broker has developed into a valuable medium and virtual platform for such exchange and synergy building.

WOTRO will continue to support The Broker in its attempts to connect worlds of knowledge. Without compromising editorial independence, WOTRO will seek to better integrate The Broker in its overall strategy. This can be done by linking knowledge themes of the various networks of Action Line 3 to special issues or articles of The Broker, and by ploughing back research outputs of research funded by WOTRO under Action Lines 1 and 2 in special issues and articles, thus disseminating such research outputs and using the virtual platform of The Broker for wider discussion and reflection.

#### ***Action Line 4      Setting-up sustainable co-funding structures***

Initiatives for setting-up sustainable co-funding structures will be undertaken at different levels. Within the Netherlands WOTRO will build on cooperation in the field of thematic programming and knowledge synergy with NWO divisions and with relevant ministries (DGIS, VROM, LNV, VWS, EZ, DEF) to seek agreement on a fixed percentage of their research budgets to be dedicated to research with global relevance.

In Europe existing NWO bilateral cooperation with several sister councils will be used to set up a network enabling dedicated calls for European researchers with partners from developing countries. Harmonisation and joint programming will be pursued for which the objectives and strategies of WOTRO will be offered as a framework. Concerning EU instruments such as INCO and ERA-net programmes, WOTRO will assess lessons learned and look into possibilities for cooperation in existing or new programmes. Improved synergy between the activities of aid agencies and research councils will be explored

Beyond Europe research councils of developing countries will be actively approached to join the European network(s) and to be a role model for neighbouring countries without councils or with weak councils. Global institutions such as the Worldbank and UNESCO will be approached by the

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<sup>14</sup> Presumably these ministries will have their own coordinating unit, possibly in the form of an interdepartmental working group chaired by the DGIS Coherence Unit (WRR, 2010).

European consortium to seek synergy in research programming, funding and research capacity strengthening.

WOTRO will seek to expand its existing collaborations and will explore possibilities for new collaborations with private foundations active in development. In the interest of harmonising efforts and creating coherence, WOTRO will also build upon and expand its collaboration with global and regional networks for research collaboration, research programming and science policy. It will continue to collaborate with the Indian Council for Social Science Research and the Indonesian Ministry of Science and Technology. It will use its contacts with SANPAD, the South African NRF, and the African Office of ICSU to explore possibilities for joint programming and possibly joint funding.

### ***All Action Lines    Strengthening Research Capacity***

The objective of increased research capacity will be taken up under all three Action Lines and will address different levels of capacity strengthening.

#### **Individual capacity strengthening**

Individual capacity strengthening will be addressed in all research to be undertaken under both Action Line 1 and Action Line 2. All research projects that are based on an international partnership will provide room for individual capacity development and may target capacity strengthening at MA, MSc, PhD, post-doc and research management levels. WOTRO offers opportunities for further talent development under the NWO Innovational Research Incentives scheme and the new scheme for challenging ideas and break-throughs. Through WOTRO's role in SANPAD, Dutch researchers play an important role in the highly successful Research Capacity Initiative, providing relevant training to PhD students in Southern Africa. Individual capacity strengthening also plays a role in the collaboration with the Indian Council for Social Science Research on seminars and exchange visits.

#### **Institutional capacity strengthening**

Institutional capacity strengthening will be mainstreamed in all research activities of Action Line 1. It will be addressed by giving explicit attention to linking research to regional or global nodes of excellence. To this effect WOTRO will build upon and expand its contacts with relevant institutes and networks<sup>15</sup>. In addition, since WOTRO always invites expert representatives of institutes in developing countries in its programming and programme governance structures (committees and peer-review) as well as in its policy advisory committee, WOTRO offers opportunities to these institutes to network internationally.

In the interest of enhanced coherence, WOTRO will seek collaboration and adjustment with the DGIS/DSO funded International Institutes Co-operation Programme. Moreover, WOTRO will also seek closer collaboration with NUFFIC to link research with the Netherlands Initiative for Capacity Building in Higher Education (NICHE). Linkages with other international capacity strengthening initiatives will be explored where and when opportunities arise.

#### **Systemic capacity strengthening**

WOTRO contributes to capacity strengthening at the systemic level through Action Lines 1 and 4. Cooperation with strategic partners and setting-up generic co-funding arrangements, especially at the European level, offer possibilities for programmes aimed at strengthening wider knowledge systems (for example capacity strengthening of research councils through programmatic

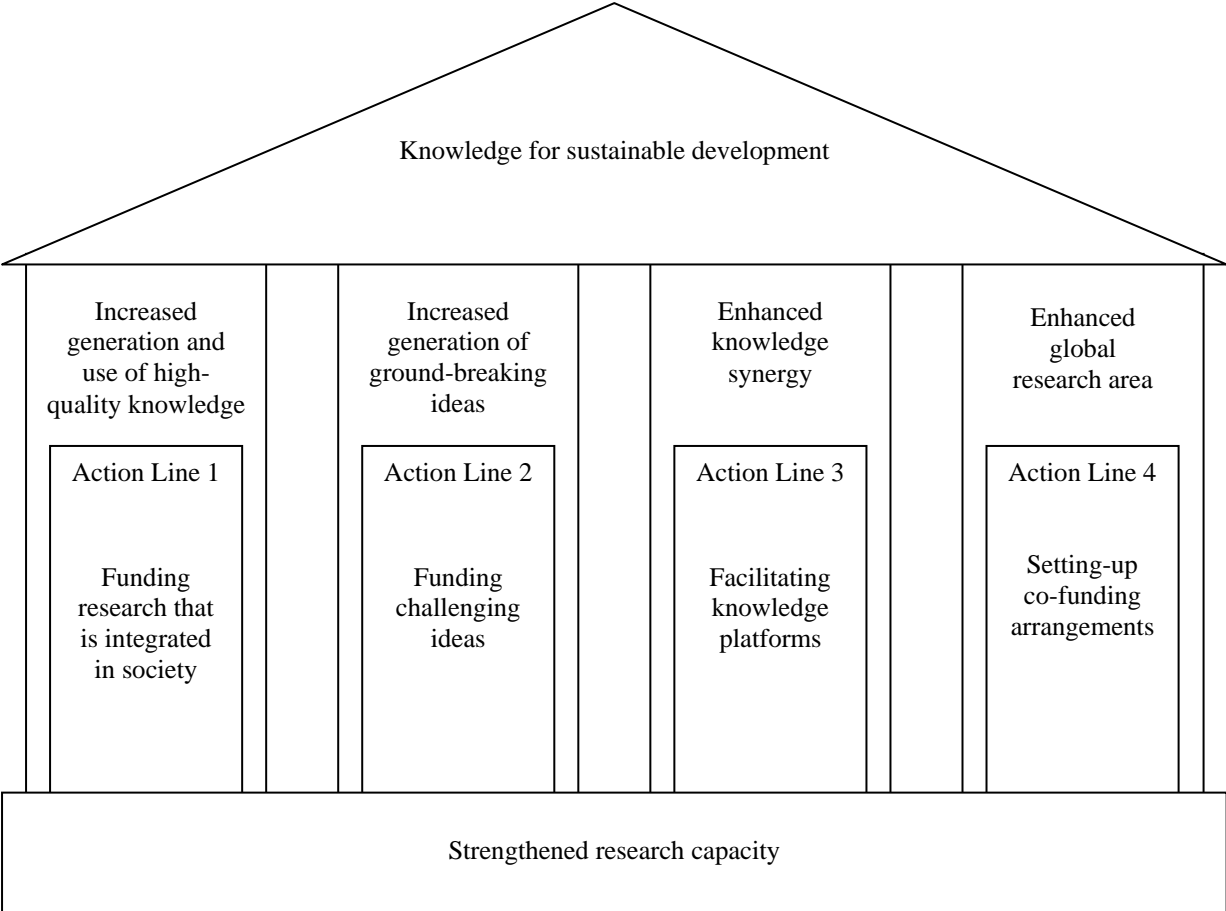
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<sup>15</sup> Such as AAS, AERC, ANSTI, ATPS, CLACSO, CGIAR institutes, CODESRIA, EADI, GDN, ICCDA, ICSU, NASAC, OSSREA, SARIMA, TWAS/ROSSA, UN/ECA, WARIMA et cetera.

cooperation). Moreover, WOTRO will actively contribute to systemic strengthening in the Netherlands by hosting the Knowledge Forum for Development under Action Line 3.

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**Overview objectives and action lines**



**VI Governance, management and finance**

**WOTRO and NWO**

WOTRO is an integral part of the Netherlands Organisation for Scientific Research (NWO). NWO is an independent public agency established by law as an autonomous administrative authority, amongst other things mandated to allocate funding for research. The highest governing body of NWO is the General Board. The NWO organisation embraces various research granting units. NWO regulations allow such units to have a separate legal persona, but all units operate within the general framework of NWO policies and regulations. The secretary of the General Board is the General Director who is responsible for operational management of the NWO Bureau.

WOTRO is a foundation established according to Dutch law and registered in The Hague. As a legal persona, WOTRO as described in the by-laws consists of a Board and Advisory Committees. Members of the WOTRO Board are appointed by the NWO General Board. Members of the Advisory

Committees are appointed by the WOTRO Board to advise on the granting of research subsidies. Granting decisions are taken by the WOTRO Board.

Although a foundation, WOTRO partakes in NWO's position as an autonomous administrative authority and consequently shares in NWO's mandate to allocate public funds for research. It receives its core funding from NWO and its annual budget is to be approved by NWO. As a separate foundation WOTRO nevertheless has the flexibility to operate relatively autonomously and can enter into strategic partnerships and funding agreements with third parties. Over the years WOTRO has received substantial additional funding from the Dutch Ministry of Foreign Affairs, including un-earmarked core funding.

The Board may delegate its granting decision-making authority to an external Steering Committee in the case of research granting programmes developed jointly with strategic partners and receiving external funding. This allows for the interests or perspectives of the co-donor to be represented in the decision-making process. WOTRO may also provide services in channelling funds and in monitoring research that is fully externally funded. In such cases WOTRO provides the role of programme secretariat to the donor while granting decisions are being taken by an external body.

WOTRO's strategy is established by the Board within the overall financial and administrative framework of NWO. Annually, bilateral consultations take place between the WOTRO Board and the NWO General Board. More regularly, consultations take place between the chairpersons of the General Board and the Boards of the various research granting and other organisational units of NWO.

The WOTRO Board consists of reputed scientists with a varied disciplinary background and having affinity both with inter- or trans-disciplinary research and with development issues. In the 2011-2014 strategy period WOTRO will expand the membership of non-scientific participants in the Board, embracing representatives from non-governmental development organisations and the private sector. The Board receives strategic advice from an international Policy Advisory Committee (PAC), composed of experts in the fields of development research, policy, and practice (including private sector actors), most of them from developing countries.

### ***Management and organisation***

The secretary of the Board is the Director of WOTRO, appointed by the General Director of NWO. The Director is responsible for operational management of the WOTRO Bureau with regard to programmes, personnel, finance, communication and external representation. Most operational procedures are based on general NWO policies and work processes, for example concerning human resources management, administrative organisation, management information, communication, et cetera. In this respect the WOTRO Bureau makes use of support provided by central NWO services (human resources, finance & control, ICT, communication, technical services, et cetera).

Research granting being WOTRO's and NWO's core business, principles of operational management are strongly geared towards facilitating an efficient and transparent granting process. A detailed code of conduct describes the process of quality assessment of research proposals to guarantee impartiality and to enforce a strict separation of advisory and decision-making responsibilities. Transparency, impartiality and efficiency are core operational values.

The WOTRO Bureau consists of programme officers who operate as coordinators of various research granting programmes and as secretaries of the related Advisory and Steering Committees, and programme officers functioning as secretaries to the various knowledge platforms or networks. The work of programme officers and director is supported by various support units (communications, finance & control, secretariat and records) all of whom can draw upon NWO central support services. The 2011-2014 strategy requires an extension of the core personnel establishment with five full time equivalent (fte) positions and a further extension of externally funded programme staff with another five fte based on the scenario presented in the budget below.

## Financial strategy

### Budget

This strategy builds upon demonstrated strengths and proven methods. It seeks to expand strategic partnerships with new partners both in the Netherlands and abroad. Consequently, the bulk of funding (both core funding and external funding) is earmarked for research programmes set-up under such partnerships. Furthermore, the strategy will also expand activities regarding knowledge synergy and will experiment with new research funding modalities, notably concerning pioneering research for paradigm change or countervailing knowledge and fast-track policy-oriented research. For setting-up generic international co-funding structures WOTRO will need to invest some seed money.

WOTRO's core funding is the funding provided by NWO and by DGIS that allows WOTRO to fulfil its mission and realise its objectives in a meaningful way. It is related to the core personnel establishment and a projected programme scenario. In this scenario the bulk of core funding (70%) is earmarked for enhancing the use of research outputs through funding research that is embedded in society. In the budget presented below, the bulk of external funding (either by NWO or other public or private donors) is also earmarked for this type of research. Substantial external funding is also expected for the creation of generic co-funding structures. This is reflected in the budget below, although it is not expected to run through the WOTRO or NWO financial administration

The projected scenario requires a gradual but significant increase in the WOTRO budget. Over the entire four year strategy period (2011-2014) an estimated total amount of € 150 million or an average annual budget of € 37,5 million is needed to realise the objectives.

Tentative budget	% of core budget	Average annual core budget	Average annual external funding	Total (4yr) 2011-2014
Action Lines				
<b>1 Funding embedded research</b>	<b>69,7</b>	<b>10,450,000</b>	<b>13,400,000</b>	<b>95,400,000</b>
Strategic thematic partnerships	30	4,500,000	13,400,000	71,600,000
Integrated programmes	28,6	4,300,000		17,200,000
Fast-track research	11	1,650,000		6,600,000
<b>2 Funding challenging ideas</b>	<b>10</b>	<b>1,500,000</b>		<b>12,000,000</b>
Innovative research incentives			1,500,000	6,000,000
Calls for ideas	10	1,500,000		6,000,000
<b>3 Facilitating platforms</b>	<b>7,7</b>	<b>1,150,000</b>		<b>8,000,000</b>
Knowledge Forum for Development	6,7	1,000,000		4,000,000
The Broker	1	150,000	850,000	4,000,000
<b>4 Creating co-funding structures</b>	<b>6,7</b>	<b>1,000,000</b>	<b>6,750,000</b>	<b>31,000,000</b>
Seed funding	6,7	1,000,000	6,750,000	31,000,000
<b>Operations</b>	<b>6</b>	<b>900,000</b>		<b>3,600,000</b>
<b>Grand total</b>	<b>100</b>	<b>15,000,000</b>	<b>22,500,000</b>	<b>150,000,000</b>

**Acquisition**

NWO and DGIS are WOTRO's main sources of funding, reflecting WOTRO's position at the interface of science and development. WOTRO will further diversify its funding base by entering into new partnerships with policy makers and research donors.

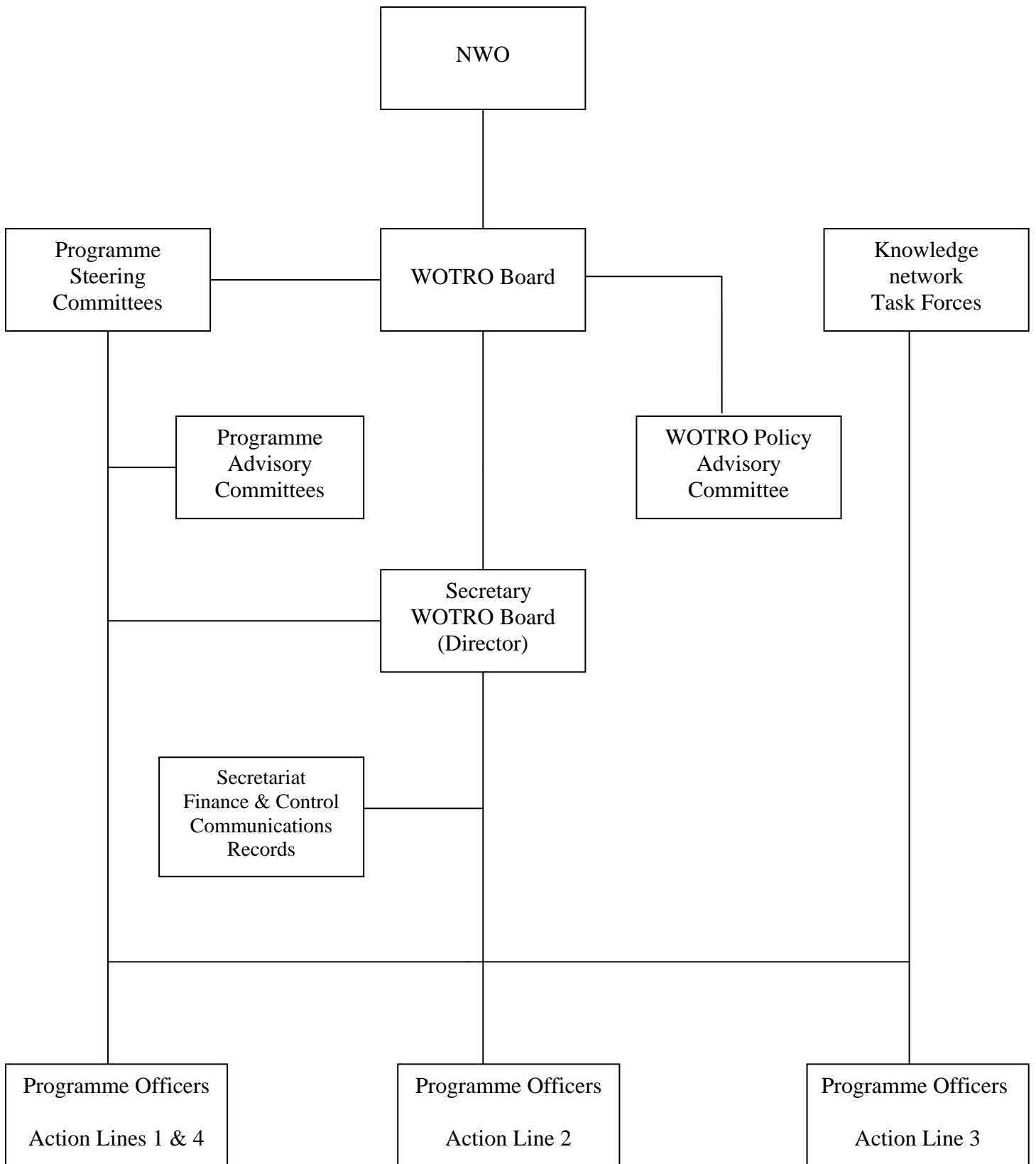
To realise the above budget, WOTRO seeks an enhancement of the structural core funding by NWO from € 14 million under the 2007-2010 strategy period to € 20 million for the 2011-2014 strategy period. Moreover, WOTRO counts on further annual or incidental contributions by NWO to the core budget to the extent of € 15 million over the four years period. Finally, WOTRO aspires to acquire additional thematic funding (by the General Board or through various NWO divisions) to the extent of at least € 15 million over the four year period. This will bring the total NWO funding at the level of € 50 million over the entire strategy period.

WOTRO also seeks an enhancement of the un-earmarked DGIS contribution to the core budget from roughly € 20 million under the 2007-2010 strategy period to € 25 million for the new strategy period. Additional thematic funding by DGIS (under existing arrangements and new initiatives) to the extent of € 15 million is foreseen over the entire 4 year period. WOTRO expects to be able to raise from third parties another € 46 million for such thematic research.

Beyond this scenario, WOTRO is posed to explore possibilities for channelling funding arrangements and subsidy schemes that would be out-sourced by DGIS or other research funding donors. WOTRO is legally positioned and qualified to play such a role and willing to invest in collaborative arrangements.

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*Organogram*



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## List of acronyms

AAS	African Academy of Sciences
AERC	African Economic Research Consortium
ANSTI	African Network of Scientific and Technological Institutes
ATPS	African Technology Policy Studies Network
AU	African Union
CGIAR	Consultative Group on International Agricultural Research
CLACSO	Latin American Council of Social Sciences
CODESRIA	Council for the Development of Social Science Research in Africa
CoCooN	COntlict and COOperation over National resources programme
DEF	Dutch Ministry of Defence
DGIS	Directorate General for International Cooperation
EADI	European Association of Development Research and Training Institutes
ERA	European Research Area
ESF	European Science Foundation
ESSENCE	Enhancing Support for Strengthening the Effectiveness of National Capacity Efforts
EuroHORCs	European Heads of Research Councils
EZ	Dutch Ministry of Economic Affairs
GDN	Global Development Network

GFS	Global Food Systems programme
GHPHSR	Global Health Policy and Health Systems Research programme
ICCDA	Inter-regional Coordinating Committee of Development Associations
ICSSR	Indian Council for Social Science Research
ICSU/ROA	International Council for Sciences / Regional Office for Africa
INCO	International cooperation
KNAW	Royal Netherlands Academy of Arts and Sciences
LNv	Dutch Ministry of Agriculture, Nature and Food Quality
NACCAP	Netherlands-African partnership for Capacity Development and Clinical Interventions Against Poverty-related diseases
NASDAC	Network of African Science Academies
NEPAD	New Partnership for Africa's Development
NRF	National Research Foundation
NUFFIC	Netherlands Organisation for International Cooperation in Higher Education
NWO	Netherlands Organisation for Scientific Research
OCW	Dutch Ministry of Education, Culture and Science
OSSREA	Organisation for Social Science Research in Eastern and Southern Africa
PARTOS	National Platform for Dutch Civil Society Organisations
PIE	Platform for International Education
PopDev	Population and Development programme
PSO	Capacity Building in Developing Countries
SARIMA	Southern African Research & Innovation Management Association
TWAS/ROSSA	Academy of Sciences for the Developing World/ Regional Office for sub-Saharan Africa
UNDP	United Nations Development Programme
UN/ECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VROM	Dutch Ministry of Housing, Spatial Planning and the Environment
VSNU	Association of Universities in the Netherlands
VWS	Dutch Ministry of Health, Welfare and Sport
WARIMA	West African Research and Innovation Management Association
WCED	World Commission on Environment and Development
WRR	Scientific Council for Government Policy

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