
Evolution in Research Projects, Program Structure and Scientific Staffing

The previous Strategic Planning process at ICARDA began in 1996/97 and was completed in 1998. Historically ICARDA's 19 research projects, as shown in the Medium-Term Plan (MTP) 2004-2006, were formulated as part of this Strategy and incorporated in 1997 into the TAC-approved MTP 1998-2000.

In 2001/02, in response to a global initiative of TAC, ICARDA, together with AARI-NENA and the CAC NARS Forum, undertook a priority-setting exercise for agricultural research in the CWANA region with NARS, sister Centers and other stakeholders. This included sub-regional brainstorming workshops and a widely circulated questionnaire survey. The priority setting process culminated in a regional meeting in May 2002 at ICARDA. In 2003, as part of the CGIAR-wide electronic priority setting exercise led by the Science Council, a CWANA stakeholder panel consultation was undertaken, which also informed ICARDA's visioning.

In 2004 ICARDA began strategic visioning afresh in view of rapid changes in the external environment and the need for a new medium-term strategy. The exercise started with a review of global and regional externalities to re-examine the socio-economic context, the political/institutional context, opportunities emerging from new science and technology, environmental trends and lessons learned by the Center's research to date.

The key driver for evolution in the Center's research agenda is our focus on poverty alleviation in the Dry Areas eco-region. The priority setting exercises highlighted the key challenges of the Dry Areas in general and CWANA in particular as water scarcity, desertification, biodiversity loss, and the need to diversify options to improve livelihoods.

Integral to this strategic visioning exercise was a review of our research project portfolio. This was done within the above external context and taking into account the regional priorities of NARS and other stakeholders, the need to produce international public goods and to capitalize on new science, and our comparative advantages, namely, a wealth of well characterized germplasm and breeding methodologies adapted to dry areas, and proven community-based methodologies for integrated natural resource management based on our past research. While the review of our research project portfolio is an ongoing process within our strategic planning, it had direct implications for the development of the Center's MTP. Our approach was to incorporate the production of the MTP 2005-2007 within the strategic visioning process on the understanding that both are closely related; and that new wisdom arising from the strategic visioning, if not

fully captured in the MTP 2005-2007, would be included in subsequent rolling MTP documents. Therefore, the MTP 2005-2007 and the six MegaProjects therein represent an “interim” MTP leading to ICARDA’s next Strategic Plan.

In 2003 a Center-Commissioned External Review on ‘Outreach’ at ICARDA recommended that ‘*ICARDA undertakes a detailed review of the current breakdown of its research agenda, with the purpose to re-formulate the 19 MTP projects into a smaller number of interdisciplinary projects that can effectively address the research needs of the major production systems in the dry areas*’.

ICARDA’s 19 projects, first incorporated into the TAC-approved MTP 1998-2000 and used until 2004-end, are listed in Table 1. The 19 MTP projects were nested within the five themes of the CGIAR namely: Crop Germplasm Enhancement, Production Systems Management, Natural Resource Management, Socioeconomics and Policy, and Institutional Strengthening. The six germplasm improvement projects plus the Integrated Pest Management Project were housed in the Germplasm Program. The Natural Resources Management Program comprised 10 MTP projects in the areas of production systems management, natural resource management, and socioeconomics and policy. The Genetic Resources Unit and the Seed Production Unit each covered one MTP project. Research Programs and Units were and continue to be supported by three service units: Computer and Biometric Services Unit (CBSU), Communication, Documentation, and Information Services Unit (CODIS), and Human Resource Development Unit (HRDU, formerly Training Coordination Unit).

New Project Portfolio for ICARDA’s MTP 2005-2007

Following extensive internal debate and discussion with the Center’s Board of Trustees, 19-project portfolio was consolidated into six integrated “MegaProjects,” and came into force on 1 January 2005. Given the close links between human welfare, agricultural productivity, economic growth and the environment in the dry areas, ICARDA’s research is now designed as a single coherent poverty-focused program, sub-divided into six MegaProjects, among which there are a multitude of cross-linkages and interactions. To focus ICARDA’s research agenda around the key problems of the dry areas, the MegaProjects have been designed to maximize synergy that will facilitate the research process and bring to bear on the collective knowledge, expertise and resources available to the Center in tackling the problems of the dry areas in the most effective and efficient manner possible. The structure of the six MegaProjects ensures the continuity of research activities and additionally accommodates a number of new approaches and avenues in research direction. These newer avenues include: improved income generation from high value crops and by adding value to staple crop and livestock products; rehabilitating agriculture in conflict/post-conflict situations; and closer alignment of agricultural research with mainstream development programs through research for development applications.

Table 1. Nineteen Research Projects of ICARDA's Medium-Term Plan from 1998-2004 with their respective administrative Program/Unit

| Medium-Term Project to 2005 | Program/ Unit |
|--|------------------|
| <i>Theme 1. Crop Germplasm Enhancement</i> | |
| Project 1.1. Barley Germplasm Improvement for Increased Productivity and Yield Stability | GP |
| Project 1.2. Durum Wheat Germplasm Improvement for Increased Productivity, Yield Stability, and Grain Quality in West Asia and North Africa | GP |
| Project 1.3. Spring Bread Wheat Germplasm Improvement for Increased Productivity, Yield Stability, and Grain Quality in West Asia and North Africa | GP |
| Project 1.4. Winter and Facultative Bread Wheat Germplasm Improvement for Increased Yield and Yield Stability in Highlands and Cold Winter Areas of Central and West Asia and North Africa | GP |
| Project 1.5. Food Legume Germplasm Improvement (Lentil, Kabuli Chickpea, and Faba Bean) for Increased System Productivity | GP |
| Project 1.6. Forage Legume Germplasm Improvement for Increased Feed Production and Systems Productivity in Dry Areas | GP |
| <i>Theme 2. Production Systems Management</i> | |
| Project 2.1. Integrated Pest Management in Cereal and Legume-based Cropping Systems in Dry Areas | GP |
| Project 2.2. Agronomic Management of Cropping Systems for Sustainable Production in Dry Areas | NRMP |
| Project 2.3. Improvement of Sown Pasture and Forage Production for Livestock Feed in Dry Areas | NRMP |
| Project 2.4. Rehabilitation and Improved Management of Native Pastures and Rangelands in Dry Areas | NRMP |
| Project 2.5. Improvement of Small Ruminant Production in Dry Areas | NRMP |
| <i>Theme 3. Natural Resource Management</i> | |
| Project 3.1. Water Resources Conservation and Management for Agricultural Production in Dry Areas | NRMP |
| Project 3.2. Land Management and Soil Conservation to Sustain Agricultural Productive Capacity of Dry Areas | NRMP |
| Project 3.3. Agrobiodiversity Collection and Conservation for Sustainable Utilization | GRU |
| Project 3.4. Agroecological Characterization for Agricultural Research, Crop Management, and Development Planning | NRMP |
| <i>Theme 4. Socioeconomics and Policy</i> | |
| Project 4.1. Socioeconomics of Natural Resource Management in Dry Areas | NRMP |
| Project 4.2. Socioeconomics of Agricultural Production Systems in Dry Areas | NRMP |
| Project 4.3. Policy and Public Management Research in West Asia and North Africa | NRMP |
| <i>Theme 5. Institutional Strengthening</i> | |
| Project 5.1. Strengthening National Seed Systems in Central and West Asia and North Africa | SU |

GP = Germplasm Program, NRMP = Natural Resource Management Program, SU = Seed Unit, GRU = Genetic Resources Unit

The six MegaProjects (MPs) are:

- MP 1: Management of Scarce Water Resources and Mitigation of Drought in Dry Areas
- MP 2: Integrated Gene Management: Conservation, Improvement and Sustainable Use of Agrobiodiversity in Dry Areas
- MP 3: Improved Land Management to Combat Desertification
- MP 4: Diversification and Sustainable Improvement of Crop and Livestock Production Systems in Dry Areas
- MP 5: Poverty and Livelihood Analysis and Impact Assessment in Dry Areas
- MP 6: Knowledge Management and Dissemination for Sustainable Development in Dry Areas

The first four MPs (MP1 – MP4) address specific thematic problems: management of scarce water resources; agrobiodiversity conservation and germplasm improvement; combating desertification; and diversification of rural livelihoods. The last two MPs (MP5 and MP6) are cross-cutting in nature. MP5 supports the entire research agenda by providing the knowledge and feedback required to refine the targeting of research to alleviate poverty. MP6 focuses on the management, and dissemination to end users, of the research knowledge generated in MP1- MP5. To illustrate the continuity in the research agenda the 19 Research Projects (1998-2004) are mapped onto the six MegaProjects of MTP 2005-2007 in Table 2.

In addition to a primary focus on poverty alleviation, the outputs from ICARDA's research are directly relevant to a number of the Millennium Development Goals, as in Table 3.

Concurrent with the re-arrangement of ICARDA's research into six MegaProjects has been the preparation of the CGIAR Research Priorities by the Science Council. The alignment of ICARDA's MegaProjects with the five CGIAR Priorities is shown in Table 4.

Collaborative research between ICARDA scientists and NARS partners is conducted through Regional Programs, coordinated by senior scientists serving as Regional Coordinators and Country Representatives. The Assistant Director General (International Cooperation) provides general oversight, while the Assistant Director General (Research) provides guidance on issues and direction of research. In 2000, there were seven regional programs: West Asia Regional Program (WARP), Nile Valley and Red Sea Regional Program (NVRSRP), North Africa Regional Program (NARP), Arabian Peninsula Regional Program (APRP), Highlands Regional Program (HRP), Latin America Regional Program (LARP) and Central Asia and the Caucasus Regional Program (CACRP), which was inaugurated with a regional office in Tashkent, Uzbekistan in 1998. There was also a Pakistan project with a scientist based in Islamabad. In 1996 an office was opened in Tehran with an Iran Country

Table 2. Nineteen (Pre-2005) Research Projects mapped onto the six MegaProjects of MTP 2005-2007

| Nineteen Pre-2005 Research Projects | MP1 Water | MP2 Integrated Gene Management | MP3 Desertifi- cation | MP4 Diversifi- cation | MP5 Poverty | MP6 Knowledge Dissemin- ation |
|--|----------------------|---|--------------------------------------|--------------------------------------|------------------------|--|
| <i>Theme 1. Crop Germplasm Enhancement</i> | | | | | | |
| Project 1.1. Barley Improvement | * | * | | * | | |
| Project 1.2. Durum Wheat Improvement | * | * | | * | | |
| Project 1.3. Spring Bread Wheat Improvement | * | * | | | | |
| Project 1.4. Winter and Facultative Wheat Improvement | * | * | | | | |
| Project 1.5. Food Legume Improvement | * | * | | * | | |
| Project 1.6. Forage Legume Improvement | * | * | | * | | |
| <i>Theme 2. Production Systems Management</i> | | | | | | |
| Project 2.1. Integrated Pest Management | * | | | | | |
| Project 2.2. Agronomic Management of Cropping Systems | * | | * | * | | |
| Project 2.3. Improvement of Sown Pasture and Forage Production | | | * | * | | |
| Project 2.4. Management of Native Pastures and Rangelands | | | * | * | | |
| Project 2.5. Small Ruminant Production | | * | * | * | | |
| <i>Theme 3. Natural Resource Management</i> | | | | | | |
| Project 3.1. Water Resources Management | * | | | | | |
| Project 3.2. Land Management and Soil Conservation | | | * | | | |
| Project 3.3. Agrobiodiversity Collection and Conservation | * | | * | | | |
| Project 3.4. Agroecological Characterization | * | * | * | | * | * |
| <i>Theme 4. Socioeconomics and Policy</i> | | | | | | |
| Project 4.1. Socioeconomics of Natural Resource Management | * | | * | | * | |
| Project 4.2. Socioeconomics of Agricultural Production Systems | * | | * | * | | |
| Project 4.3. Policy and Public Management Research | * | | * | * | * | |
| <i>Theme 5. Institutional Strengthening</i> | | | | | | |
| Project 5.1. Strengthening National Seed Systems | * | | * | * | * | |

Table 3. Millennium Development Goals (MDGs) and links with the six ICARDA MegaProjects

| ¹ MDGs | MP1 Water | MP2 Integrated Gene Management | MP3 Desertifi- cation | MP4 Diversifi- cation | MP5 Poverty | MP6 Knowledge Dissemin- ation |
|---------------------------------|--------------|---|-----------------------------|-----------------------------|----------------|--|
| 1. Poverty and Hunger | xx | xx | xx | xx | xx | xx |
| 2. Primary Education | | x | | | | |
| 3. Gender Equality | | | | | x | |
| 4. Child Mortality | | x | | x | | |
| 5. Maternal Health | | x | | x | | |
| 6. HIV/AIDS & other diseases | | x | | x | | |
| 7. Environmental Sustainability | xx | x | xx | x | x | x |
| 8. Development Partnerships | x | x | x | x | x | xx |

¹ xx indicates a direct effect; x indicates a secondary effect.

Table 4. Alignment of ICARDA's MegaProjects with the CGIAR Research Priorities

| CGIAR priority | MP1 Water | MP2 Integrated Gene Management | MP3 Desertifi- cation | MP4 Diversifi- cation | MP5 Poverty | MP6 Knowledge Dissemin- ation |
|------------------------------------|--------------|---|-----------------------------|-----------------------------|----------------|--|
| 1. Biodiversity | | xx | x | | x | x |
| 2. Genetic improvement | | xx | | | x | x |
| 3. High-value commodities/products | | | | xx | x | x |
| 4. Managing water/land | xx | | xx | x | x | x |
| 5. Policies and institutions | x | | x | | xx | x |

Representative. In 2002, a country office was opened in Kabul, Afghanistan. Following the recommendation of the CCER on the outreach activities, the Highland Regional Program has been transformed in a Highland Research Network. Research conducted within the six regional programs is an integral part of the six MegaProjects.

Senior Research Staff Positions and Numbers

ICARDA's senior scientific staff are internationally recruited and divided into two basic categories. P-level (Professional) are senior scientists with considerable professional accomplishments before recruitment to ICARDA. Research Associates (RA-level) and other similar positions, such as Post-Doctoral Fellows (PDFs) and Junior/Associate Professional Officers (JPO/APOs) make up the more junior cadre of the senior scientific staff. In addition to the senior staff (P and RA-level staff), there are a number of scientific support categories including national professional officers (NPOs) and research assistants and technicians (the GS category).

Overall, from 1999 to 2005, there has been a small increase in the number of senior scientific positions from 50 to 56 and a major increase in RA and PDF level positions from 27 to 47. The trends are (Tables 5 to 13):

- Continued growth in the group specializing in water research
- An overall increase in Integrated Gene Management through RA positions despite a reduction in senior level positions.
- Increase in size of the Genetic Resources Unit from 4 to 7 positions (as per the recommendations of the 4th EPMR)
- Steady increase in staffing for desertification and soil conservation research
- Major increase in the area of Diversification through new senior positions in Livestock and Crop Diversification
- Increasing emphasis on Poverty/Livelihoods and socioeconomics from 9 positions in 1999 to 13 in 2005 primarily through RA and PDF
- Maintained percentage of out-posted staff: 18% in 1999 and 16% in 2005.

Table 5. Evolution in senior staff positions (P and RA levels) from 1999 to 2005

| | 1999 | | | 2005 | | | Change |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|------------|-----------|
| | P | RA | Total | P | RA | Total | |
| Water & Drought Mitigation | 4 | 1 | 5 | 4 | 3 | 7 | 2 |
| Integrated Gene Management | 17 | 4 | 21 | 15 | 12 | 27 | 6 |
| GRU | 2 | 2 | 4 | 3 | 4 | 7 | 3 |
| Desertification | 4 | 1 | 5 | 5 | 2 | 7 | 2 |
| Diversification | 2 | 2 | 4 | 8 | 3 | 11 | 7 |
| Poverty/Livelihoods | 3 | 2 | 5 | 3 | 4 | 7 | 2 |
| KM & Dissemination | 1 | 0 | 1 | 3 | 1 | 4 | 3 |
| Seed Unit | 2 | 3 | 5 | 2 | 2 | 4 | -1 |
| CBSU | 2 | 4 | 6 | 2 | 5 | 7 | 1 |
| GISU | 1 | 1 | 2 | 1 | 1 | 2 | 0 |
| CODIS | 1 | 3 | 4 | 1 | 4 | 5 | 1 |
| HRDU | 1 | 0 | 1 | 1 | 1 | 2 | 1 |
| Station Operation | 1 | 1 | 2 | 1 | 3 | 4 | 2 |
| Regional/National Coordinators | 9 | 3 | 12 | 7 | 2 | 9 | -3 |
| Total | 50 | 27 | 77 | 56 | 47 | 103 | 26 |
| Socioeconomists | 6 | 3 | 9 | 6 | 7 | 13 | 4 |
| Out-posted positions | 11 | 3 | 14 | 11 | 5 | 16 | 2 |
| % Out-posted | 22 | 11 | 18 | 20 | 11 | 16 | |

Table 6. Senior staff in MP1, Water and drought mitigation, etc

| Positions in 1999 NRMP | Positions in 2005 MP 1 |
|---|---|
| | MP Director* |
| Plant-Soil-Water Specialist* | - |
| Irrigation and Water Management Specialist* | Irrigation and Water Management Specialist* |
| Marginal-Water Management Specialist* | Marginal-Water Management Specialist* (with IWMI) |
| Agricultural Hydrology Specialist* | Agricultural Hydrology Specialist* |
| Water Management PDF** | Water Management PDF** |
| - | Water & Soil Engineer** |
| - | Associate Expert** |

In this and succeeding tables * International scientist position; ** Post-doctoral or equivalent position; ***under recruitment; Italics = outposted positions

Table 7. Senior staff in MP2, Integrated gene management

| Positions in 1999 Germplasm Program | Positions in 2005 MP2 |
|---|--|
| Program Leader* | MP2 Director & Director ICARDA-CIMMYT Wheat Program* |
| Barley breeder* | Barley breeder* |
| <i>Barley breeder (CAC & Highlands)*</i> | <i>Cereal/Legume Breeder in CAC region**</i> |
| <i>Barley breeder (Latin America)</i> <i>(seconded to CIMMYT)</i> | <i>*Barley breeder (Latin America) (at CIMMYT) *</i> |
| Bread wheat breeder (seconded from CIMMYT)* | Bread wheat breeder (ICARDA)* |
| Durum breeder (seconded from CIMMYT)* <i>Fac. & winter wheat breeder (Turkey)*</i> | Durum wheat breeder (ICARDA)* Fac. & winter wheat breeder* |
| Cereal pathologist* | Cereal pathologist* Cereal pathologist** |
| Entomologist* | Entomologist* |
| - | Cereal physiologist** |
| Biotechnologist* | Biotechnologist* |
| - | Research Associate** |
| Int. Trials Scientist** | Int. Trials Scientist** |
| Barley breeder* | Barley breeder* |
| - | Barley – PDF** |
| WANADDIN Economist* (in North Africa) | - |
| Wheat Pre-breeder (JIRCAS)* | Barley Research Associate** |
| Lentil breeder* | Lentil breeder* |
| Chickpea breeder (ICARDA)* | Chickpea breeder (ICARDA)* |
| Forage legume breeder* | Forage legume breeder* |
| Legume pathologist* | Legume pathologist** |
| Biotechnology – PDF** | Biotechnology – Visiting Scientist ** |
| Biotechnology – PDF** | <i>Biotechnologist* (in Morocco)</i> Biotechnology – Post-doctoral fellow** |

Table 7. continued

| Positions in 1999 | Positions in 2005 |
|-----------------------------------|-------------------------------------|
| Germplasm Program | MP2 |
| Faba bean breeder** | Faba bean breeder** |
| Virologist* | Virologist** |
| | GRU |
| Unit Head* | Unit Head* |
| - | Legume Germplasm Curator* |
| Germplasm Documentation Officer** | Germplasm Documentation Officer** |
| - | Research Associate** |
| Biotechnologist** | Biotechnologist** |
| Research Associate** | Biodiversity Project Coordinator*** |
| - | CAC Genetic Resources Scientist* |

Table 8. Senior staff in MP3, Desertification

| Positions in 1999 | Positions in 2005 |
|---|---|
| NRMP | MP3 |
| Program leader* | MP Director* |
| Pasture and Rangeland Scientist* | Pasture and Rangeland Scientist* |
| Soil Conservation/Land Management Specialist* | Soil Conservation/Land Management Specialist* |
| | <i>Range/Forage specialist in APRP*</i> |
| Human Geographer JPO** | – |
| Soil Fertility Specialist* | Nutrient and water flows PDF** |
| | Water and desertification systems PDF** |
| | Socioeconomist* (CIRAD) |

Table 9. Senior staff in MP4, Diversification

| Positions in 1999 | Positions in 2005 |
|----------------------------------|---|
| NRMP | MP4 |
| - | MP Director* |
| Senior Small Ruminant Scientist* | Senior Small Ruminant Scientist* |
| - | Senior Small Ruminant Scientist*** |
| Pasture and Forage Legumes PDF** | Pasture and Forage Legume scientist* |
| Ruminant Nutritionist** | Ruminant Nutritionist** |
| - | Research Associate** |
| - | Agricultural Economist** |
| FRMP | |
| Cropping Systems Agronomist* | Cropping Systems Agronomist* |
| | <i>Date palm specialist in Oman*</i> |
| | Livestock epidemiologist (with ILRI)* |
| | RALF Manager Diversification – Afghanistan* |

Table 10. Senior staff in MP5, Poverty and Livelihoods

| Positions in 1999 | Positions in 2005 |
|------------------------------------|--|
| NRMP | MP5 |
| - | MP Director/Natural Resource Economist * |
| Agricultural Economist* | Agricultural Economist* |
| Policy Economist* | - |
| Property Rights Specialist* | Property Rights Specialist*** (with IFPRI) |
| Agricultural Economist - Gender** | Agricultural Economist - Gender** |
| Research Fellow – Socioeconomics** | Research Associate– Socioeconomics** |
| | JPO – Markets & Credit** |
| | <i>Research Associate – Socioeconomics in CAC Region**</i> |

Table 11. Senior staff in MP6, Knowledge Management and Dissemination

| Positions in 1999 | Positions in 2005 |
|--|--|
| | Director* |
| Agricultural Economist* | Agricultural Economist* |
| Knowledge Generation Scientist*** | IASSTD Coordinator/Social scientist** |
| | Seed Unit |
| Unit Head* | Unit Head* |
| Assistant Seed Production Specialist** | Assistant Seed Production Specialist** |
| Seed Economist* | Seed Economist* |
| Training Officer** | - |
| Research Associate** | Research Associate** |

Table 12. Senior staff in research support units

| Positions in 1999 | Positions in 2005 |
|--------------------------|-------------------------------|
| CBSU | |
| Unit Head* | Unit Head* |
| Senior Biometrician* | Senior Biometrician* |
| - | Senior Analyst Programmer** |
| Systems Engineer** | Systems Engineer** |
| Network Administrator** | Network Administrator** |
| Senior Programmer** | Senior Programmer** |
| Senior Programmer** | Senior Programmer** |
| GISU | |
| Agroclimatologist* | Agroclimatologist* |
| GIS Analyst** | GIS Analyst** |
| CODIS | |
| Unit Head* | Unit Head* |
| Center Librarian** | Center Librarian** |
| Science Writer** | Science Editor*** |
| | Communications Specialist *** |
| Multimedia Specialist** | Multimedia Specialist** |

Table 12. continued

| Positions in 1999 | Positions in 2005 |
|--------------------------------------|---|
| HRDU | |
| Unit Head* | Unit Head* Consultant Training ** |
| Station Operations | |
| Farm Manager* | Farm Manager* |
| <i>Station Operations, Lebanon**</i> | <i>Station Operations, Lebanon**</i> |
| - | - Assistant Farm Manager ** Research Associate – Horticulture** |

Table 13. Senior positions: Regional Programs and Country Offices

| Positions in 1999 | Positions in 2006 |
|--|---|
| | West Asia Regional Program |
| <i>Regional Coordinator*</i> | <i>Regional Coordinator/Iran representative*</i> |
| | Nile Valley & Red Sea Regional Program |
| <i>Regional Coordinator*</i> | <i>Regional Coordinator*</i> |
| <i>Yemen Team Leader*</i> | - |
| <i>Facilitation Unit Head*</i> | - |
| <i>Economist**</i> | - |
| <i>MRMP Project Coordinator**</i> | - |
| <i>Soil and Water Engineer***</i> | - Network Coordinator** |
| | North Africa Regional Program |
| <i>Regional Coordinator*</i> | <i>Regional Coordinator*</i> |
| | Arabian Peninsula Regional Program |
| <i>Regional Coordinator*</i> | <i>Regional Coordinator/ Protected Agriculture</i> |
| <i>Specialist*</i> | - |
| <i>Irrigation Specialist*</i> | - |
| <i>Protected Agriculture Specialist*</i> | <i>(Now Coordinator)</i> |
| | Iran |
| <i>Country Representative*</i> | <i>Now WARP Coordinator /Iran Representative* (see above)</i> |
| | Afghanistan |
| | <i>Executive Manager*</i> |
| | <i>Assistant Manager*</i> |
| | <i>Senior Communication Specialist/Scientist*</i> |
| | <i>Agricultural Economist**</i> |
| | Latin America Regional Program |
| <i>Regional Coordinator*</i> | - |
| | Central Asia and Caucasus Program |
| <i>Regional Coordinator*</i> | <i>Regional Coordinator*</i> |
| | <i>Deputy Regional coordinator*</i> |
| <i>Liaison Scientist**</i> | <i>Liaison Scientist**</i> |