

## Changing outlooks

Where ICRA alumni have become programme leaders, they have often brought about changes in the orientation of research. Tesfaye Shimber, head of the national coffee research programme in Ethiopia writes: 'Using my experiences at ICRA, I insisted on changing the research approach. We now involve various disciplines in planning the research process and conducting studies to address production problems.'

Walter Anyanga, a plant breeder in Uganda's national research system, states: 'I now take an interest in other stakeholders who have a role to play in delivering the technologies I develop to end-users. Because of this I have been appointed to the Board of Directors of one of the NGOs that is supporting national production of oil crops.'

Leonardo Salazar became a station director in Venezuela's National Fund for Agricultural Research (FONAIAP) and was asked to participate in a Latin America-wide initiative to promote institutional change. 'The concepts and approaches I learned at ICRA were invaluable to my role in the development of this potentially far-reaching initiative. We have multiplied the ICRA effect by using the ICRA learning materials to develop the skills of our researchers and extensionists. We have formed several interinstitutional research-extension teams and they are currently working with many different stakeholders and communities to formulate new projects. This experience will be used to develop further collaboration between development organizations in Venezuela and Mexico.'