

Harnessing global knowledge for global problems

Research and knowledge at the heart of development

ANNUAL REVIEW 2016-2017



Students at Mzumbe University in Tanzania. Photo by Jon Harle

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On the cover: A research writing workshop run by the Sudan Chapter of the Organization for Women in Science for the Developing World (OWSD). Photo: Ruth Bottomley

From the Chair of the Board

Jo Beall is Director Education and Society at the British Council and Chair of INASP's Board of Trustees



Those who know me know I don't do anything that isn't close to my heart. INASP is absolutely close to my heart, stemming both from my previous experience as an academic working in Africa and now as someone involved in research capacity building and partnership development in the UK.

Working in Africa there were two things that I heard at conference after conference. The first thing was African researchers complaining that they did the data gathering while someone else wrote up the research for publication and got the credit. Another thing I regularly heard was how African governments were tired of big international donors and agencies telling them what policies to pursue.

INASP addresses both those problems. It helps enable governments and institutions in the Global South to make their own evidenced-based policy decisions. It also builds capacity and the institutional links to enable researchers in Africa, Asia and Latin America to connect and get published in their own right.

The Sustainable Development Goals (SDGs) are about partnership and shared responsibility for changing our world for the better. Without the

research capability and without the use of locally produced and locally honed evidence we will not create the universal approach that is envisaged by the SDGs. Achieving this requires more than organizing a few scholarships or including something on capacity building in a North American or European research project. Expertise, local knowledge and engagement with local institutions are all necessary for such projects to have lasting impacts and to effect evidence-led policy change.

In my work at the British Council I've had many conversations about the importance of joined-up and equitable international partnerships. This is something that INASP's small but really expert team is working very hard to achieve.

It gives me huge pleasure to champion INASP's role in supporting the production, sharing and use of Southern research and knowledge and to join INASP in celebrating its 25th anniversary in 2017. Happy birthday INASP; here's to the next 25!

Jo Beall
Chair of the Board of Trustees

From the Executive Director

Julie Brittain reflects on putting the new INASP strategy into practice and building on our 25-year history



As we look back on another year at INASP, I'm proud to reflect on the many examples of how INASP's work is helping to strengthen research and knowledge systems across the world in order to bring Southern knowledge to bear on local and global challenges. We have highlighted a selection of these stories in this annual review and many more can be found on our website (www.inasp.info).

The end of March 2017 saw the end of the three and a half year INASP-led, DFID-funded VakaYiko programme, which worked to increase the demand for evidence in policy communities across 11 countries.

Fundamental to INASP's approach is our recognition that real impact can only be achieved by understanding local contexts. This, in turn, depends on building strong relationships with local partners. VakaYiko showed the benefit of this approach. We held an Evidence-Informed Policy Making Symposium in Ghana in October, bringing together policymakers and change agents from all the very diverse partner countries – including

Nigeria, Ethiopia, Peru and the Philippines – to share what they had learnt from innovative new work to incentivize and enable the use of evidence in policy.

Also in March 2017, we completed the fourth year of INASP's highly successful five-year Strengthening Research and Knowledge Systems (SRKS) programme, funded by Sida and DFID. Through a series of projects, SRKS is enabling partners in more than 25 low- and middle- income countries to strengthen the foundations for research for national development – from access to information to research publishing.

A crucial part of our success in SRKS has been through understanding the long-term impact and sustainability of our work. Last year we conducted a sustainability study of SRKS (www.inasp.info/sustainability), which helped us to reflect on and adjust the programme to ensure capacity endures beyond the end of projects, both in the skills and resources being developed and in long-term improvements in research and knowledge systems in the global South.

“We are keen to talk to people and organizations who share our vision for a world where development is enabled by research and knowledge and our commitment to developing capacity through long-term Southern partnerships. ” **Julie Brittain**

AuthorAID, one of our SRKS projects supporting developing-world researchers to communicate their research, has been running for 10 years. It is now providing support to and fostering new connections between over 17,000 researchers across the Global South. During the past year we began a study of the impact of the project, with a particular focus on looking at which capacity-development approaches – from MOOC-style online course delivery to peer mentoring and intensive thematic online courses – are most effective at supporting researchers to publish their work.

As well as looking back over our programme work for the past year, we are taking the opportunity of our 25th anniversary to reflect back on our long history. We have created a timeline of the past quarter of a century and are celebrating this landmark anniversary with a year-long programme of activities during 2017. See www.inasp.info/INASP25 for more information.

Looking ahead

When I sat down to write my Executive Director section of last year’s annual review we were about to launch our new strategy (www.inasp.info/strategy). The strategy, developed through extensive consultation with our partners, trustees, staff and associates, sets out our priorities for the years 2016-2020.

Since the strategy launch, we have been translating our ambitions into action, developing new partnerships and investing staff and financial resources in developing and deepening our work in three key priority areas: enabling students to develop the critical thinking skills they need to secure employment and become agents of change; building an evidence culture in government institutions; and addressing gender inequalities in research and higher education. These key areas of work, as well as developing organizational capacity in library consortia and improving Southern journal quality, provide the focus topics in this review. We also provide a small snapshot of some of the many other projects and activities of INASP and our partners over the past year.

We are keen to talk to people and organizations who share our vision for a world where development is enabled by research and knowledge and our commitment to developing capacity through long-term Southern partnerships. We look forward to sharing more about progress on these areas over the coming year.

Julie Brittain,
Executive Director



Participants at a Leading in the Library workshop in Ghana

Addressing inequality: tackling the gender gap in higher education

Gender inequalities are often present at institutional and national level but not recognized or acknowledged. Addressing this is a key strategic focus for INASP.

Throughout INASP's history we have been driven by the need to address imbalances in global research between North and South. But global imbalances can only really be addressed if inequalities within research and knowledge systems are also addressed.

In many countries, women face significantly more barriers in pursuing research and academic careers to men, and these gender barriers have huge implications for countries in terms of their future labour force, the next generation of leaders and the creation and use of knowledge and research.

In line with INASP's 2016-2020 strategy, we now have a dedicated strand of work supporting gender mainstreaming in higher education.

Recognizing the challenges faced by female researchers in Tanzania, a group of academics from the University of Dodoma approached INASP about running a workshop in gender mainstreaming in their institution, which was held in 2015.

This workshop drew attention to the challenges faced by women in the university in terms of gender inequality in their work and also in terms of sexual

harassment and personal safety. The university has since drafted a policy on gender and sexual harassment to address these challenges, and some recommendations have already been implemented. For example, campus buses used to stop running at 6pm, preventing many female researchers from working late. This has now been addressed with the introduction of a later bus at 8pm, allowing the women to work late and still get home safely.

The Gender Mainstreaming in Higher Education Toolkit (www.inasp.info/gendertoolkit), which was published in October 2016, is based on the workshop and experiences at the University of Dodoma. The aim is that this toolkit can be used and adapted by other institutions. In 2017 INASP is piloting it with Tanzania's Open University and the Council for Scientific and Industrial Research in Ghana.

Taking a different approach for a different country context, in 2016 INASP supported the Somalia Institute for Development and Research Analysis (SIDRA) to run a conference on gender mainstreaming in the Puntland region of the

country. This conference resulted in many positive discussions and a policy brief with recommendations for higher education and research in the region. SIDRA is keen to organize a policy event and follow-up conference to build on this work.

Supporting partners to mainstream and address gender issues within their institutions also requires INASP to better address gender issues within our own organization.

During 2016 we conducted a gender audit of our programme work to identify how we can better account for the needs of men and women in our programmes. We are implementing plans based on the audit recommendations to build on our existing good practices around gender equality. INASP is now conducting an audit of our internal processes and systems.

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Gender grant attracts Ugandan girls to STEM subjects

In 2016, INASP awarded three gender grants to enable previously successful grant winners to build on their work. One of these grants was awarded to Mbarara University in Uganda to encourage more girls to opt for science, technology, engineering and maths (STEM) subjects. The grant was used for outreach to 12 local secondary schools and a workshop at the university for school administrators to help them support girls in STEM subjects.

The workshop helped administrators to dispel stereotypes, as well as to discuss challenges and opportunities. Commitments from participants following the workshop included to "improve on the performance of science", "become a better role model in teaching my subject and general conduct within the school" and to "form STEM clubs in our school and encourage the girls to participate actively".



A research writing workshop run by the Sudan Chapter of the Organization for Women in Science for the Developing World (OWSD). Photo: Ruth Bottomley



Making connections in Sierra Leone

Librarians, IT professionals and others in Sierra Leone have come together to solve the 'last mile' technical barriers to IT connectivity for research and higher education. At the end of April 2016, Njala University in Sierra Leone hosted a workshop to discuss the development of a Sierra Leone Research and Education Network (SLREN). This photo shows female participants in the workshop from University of Sierra Leone, Njala University, Eastern Polytechnic, the World Bank Country Office and guests from William V. S. Tubman University in Liberia.

Information access and literacy enables improved crop yields in rural Tanzania

Tanzania benefits from research information from international publishers through the Consortium of Tanzanian University Libraries. Last year, INASP provided a small grant to Moshi Co-operative University in the country to train entrepreneurship students in using e-resources. Using the resources they had available and their improved information

literacy skills, these students searched the literature for best practices in farming cassava, a staple crop in the country. They found examples of promising new agricultural techniques being developed in Ghana and Nigeria and trained groups of female farmers in rural parts of Tanzania in these new techniques. As a result, these farmers saw increased crop yields and were able to not only have food for themselves and their livestock but also have seeds to pass on to other farmers.



"Before, we didn't have these seeds to plant cassava - this training helped us so much that we are surely going to harvest enough cassava to meet our food demands."

Sauda, cassava producer, Makiba village

Developing critical thinking skills: new approaches for African students

Establishing partnerships and piloting approaches to help today's Southern students play a greater role in their countries' development.

Over INASP's 25-year history, we have recognized that local knowledge and evidence are essential for development. But this goes beyond information provision. Sustainable development, built on evidence and knowledge, requires skilled graduates, working in a range of sectors, who can appraise and use information critically to solve problems.

Today, undergraduate education in many Southern countries, especially in Sub-Saharan Africa, is not adequately enabling students to become critical thinkers. This makes them less able to secure employment and, in the longer-term, results in under-realized potential for development in the region.

Addressing this challenge is a key priority of INASP in our new five-year strategy, where we commit to:

“Strengthen the critical thinking skills of students, recognizing the important role of young people, and enabling them to contribute meaningfully to national development.”

INASP's approaches are based on sound understanding of local contexts and strong local partnerships. Over the past year, we have developed our partnerships in Sub-Saharan Africa with universities and other organizations that have the skills, experience and commitment to address the critical thinking gap identified.

At their heart, our partnerships are concerned with changing attitudes and behaviours. As one of our partners put it, we need to stop teaching students *what* to think and instead teach them *how* to think. This involves understanding the needs and challenges facing students and being realistic about expectations.

In addition, with a grant from a major publisher, over the past year we have been developing an online course that addresses the basics of critical thinking. The course, which will be piloted in late 2017 with institutions in Tanzania, will enable lecturers to support their students to develop their critical thinking skills. We will be building on these foundations in the coming year.

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Students at Mzumbe University in Tanzania, one of our partners in developing critical thinking skills. Photo: Jon Harle.

Organizational change: understanding context improves use of evidence

Diagnostic tool provides contextual understanding for public institutions so they can use evidence better. INASP is supporting organizational change in Southern public institutions to enable sustainable incorporation of knowledge into policy.

For the past three and a half years, through the VakaYiko programme, INASP has been working with partners to support government ministries, parliamentary research departments, civil society groups and others to embed the use of evidence into policy-making processes.

Central to the INASP strategy launched in August 2016 are the principles that locally generated knowledge and solutions are key to solving development challenges and that understanding the context in which stakeholders operate is key to achieving organizational change.

To build on this experience and understanding – and on an existing strong partnership – we have been working with the Southern-led think net Politics & Ideas to develop the Context Matters framework. This diagnostic tool is designed to help organizations assess how effective they are

at producing and using knowledge, determine which factors they could influence or change, and assess their capacities and resources to carry out those changes.

The Context Matters framework looks at six main dimensions that influence the production and use of knowledge in policy: 1) macro-context; (2) intra- and inter-relationships with state and non-state agents; (3) culture; (4) organizational capacity; (5) management and processes; and (6) core resources.

The framework allows users to identify how their organizational context affects efforts to promote better use of knowledge in policy. It also provides a set of practical implications for policymakers, researchers and capacity-development experts with clear guidance on incorporating context into their plans and projects.

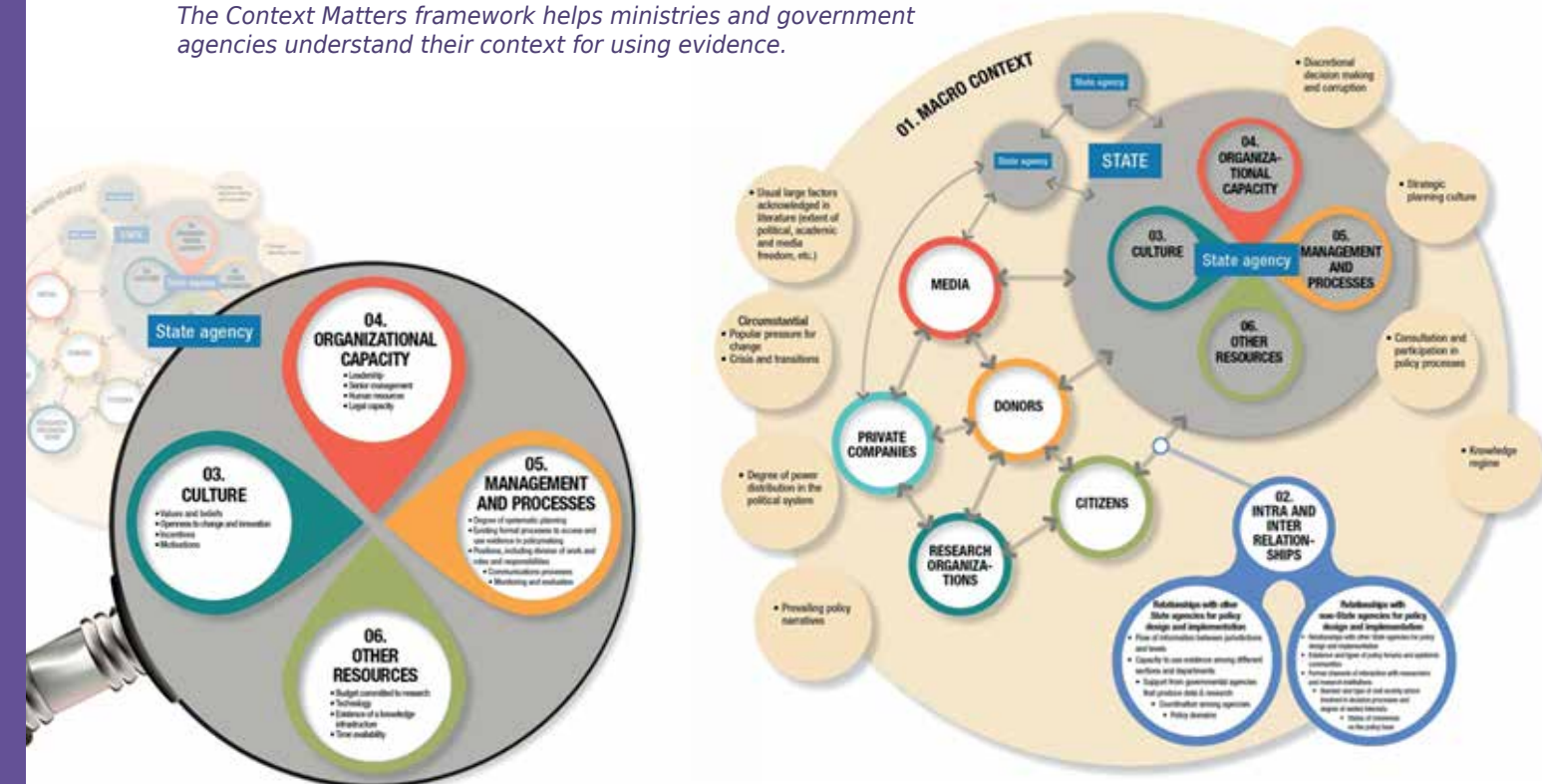
Over the past year, Politics & Ideas and INASP have introduced and explained the framework through a series of webinars featuring policymakers from different contexts around the world. We have also responded to requests from government agencies and multilaterals to explain how to use this framework.

In 2017, INASP and Politics & Ideas will be offering this tool as a service to government agencies, beginning with a pilot with one government agency in the summer of 2017. Based on the

Context Matters framework we will work with the secretary of public administration in Peru and one more agency in Ghana. INASP and Politics & Ideas will carry out a **diagnosis** of the agency's production and use of knowledge to inform policy, **prioritize areas for change** and develop **a change plan**, with concrete activities and methods to address the prioritized areas of change.

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The Context Matters framework helps ministries and government agencies understand their context for using evidence.



Organizational change improves evidence use to support youth empowerment in Zimbabwe

One of the results of the INASP-led work in supporting evidence-informed policy making over recent years was support to Zimbabwe's Ministry of Youth, Indigenisation and Economic Empowerment (MYIEE) to establish a Research and Policy Coordination Unit (RPCU). Building on

from this work, between April 2016 and March 2017 the VakaYiko consortium helped the RPCU to strengthen its organizational capacity to support the use of evidence in youth policy. Over the course of three workshops staff at RPCU worked together to identify how knowledge, information and/or data might be used as a resource to support pressing needs at the Ministry. Organizational strengthening is an important aspect of INASP's strategic priorities (see page 14).



Ronald Munatsi (left) and Gilchrist Ndongwe (right) of ZeipNET, with researchers: (middle, l-r): Simbarashe Musarira and Lennet Munjoma of the Ministry of Youth and Ayan Kachepa of the Ministry of Industry & Commerce



Uganda holds Research Week

In August the Parliament of Uganda held its first ever Research Week, aimed at raising visibility and demand for research within Parliament and strengthening Parliament's links to the national research system. Attendees included Prime Minister Ruhakana Rugunda as well as 242 MPs and 107 parliament staff. The event enabled 18 exhibitors from across Uganda's research system to showcase their research products including: journals, report, policy briefs, brochures and flyers. Side presentations were made on each day of the exhibition to stimulate discussion between

researchers and members of Parliament on topical issues. The topics that were presented included: biosafety and biosecurity, the use of evidence in policy making in Uganda and government bail-outs for struggling private companies in Uganda. The Research Week was covered extensively in the country's press, and has resulted in a significant and sustained increase in research requests received by the Parliament's Department of Research Services, as well as new collaborations between Parliament and local research institutions. The model has since been adapted by Parliament of Ghana, which held its first Research Week in July 2017.

Improving quality of Southern journal publishing processes: international accreditation and support

New Journals Publishing Practices and Standards framework provides internationally accepted levels for the quality of journal publishing practices. These will provide assurance of credibility to readers and authors and serve as a guide to journal editors as they work to improve their journals.

Increasing the visibility and credibility of Southern publishing is essential for improving equity in global scholarship and enabling local research to play a role in tackling local problems.

Journals in the developing world face challenges in becoming known and respected in the international research landscape. Since 1998, the Journals Online (JOLs) project has established a network of local journal platforms to help Southern journals gain an online presence and increase their global visibility.

This project has helped hundreds of journals reach a wider audience and have access to global standards. However, concerns are often raised about the perceived quality and transparency of

publication processes for Southern journals. This, in turn, limits the perceived credibility of the research published within those journals.

Recognizing these challenges, and in line with INASP's strategic priority to "strengthen the visibility and quality of Southern published research", INASP and African Journals Online (AJOL) have been working to develop the Journal Publishing Practices and Standards (JPPS) framework. This framework builds on the basic requirements for inclusion on JOLs platforms and provides detailed assessment criteria for the quality of publishing practices of Southern journals. It is initially being used to assess the journals hosted on JOL platforms.



Journals Online managers shared ideas in Sri Lanka in August 2016.

Journals assessed against the JPPS criteria are given one of six levels: inactive title; new title; no stars; one star; two stars; and three stars. The assigned JPPS levels serve a dual purpose. For readers, they provide assurance that the journals meet an internationally recognized set of criteria at a particular level. For journal editors, the detailed feedback from the JPPS assessment helps them identify ways to improve their publishing practices and standards with a view to achieving a higher level at the next assessment.

Assessment of journals on the INASP Journals Online platforms has nearly been completed and journal editors are being informed of their levels. The JPPS framework is being formally launched in September 2017 and can be seen at www.journalquality.info (in English, Spanish and French).

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Bringing Southern learning into international conversations

Enabling Southern research to really play its part in global research conversations requires more than strengthening Southern research systems; it also requires changing attitudes internationally. The global research and knowledge landscape is heavily dominated by standards, discussions and policies going on in North America and Western Europe. This can lead to practices that ignore Southern research and publishing or are even actively biased against them.

We advocate for – and bring – a Southern voice to global conversations. INASP – and long-term partner African Journals Online (AJOL) – are active members of the Open Scholarship Initiative (OSI), an in-depth forum exploring and defining the future of scholarly publishing.

INASP is also a founder member of the Think. Check. Submit. campaign, an initiative to guide authors and readers of research material away

from journals with dubious publishing practices. Due to imbalances in funding, experience and international exposure, developing-world researchers are often more vulnerable to being duped into publishing in journals without reputable publishing processes. In addition, without proper awareness and scrutiny, reputable journals from the developing world can be unfairly considered to lack credibility and rigour (see page 18 for more on the JPPS, an AJOL/INASP initiative to provide independent validation of the quality of journal processes).

INASP's annual Publishers for Development conference advocates for greater understanding of the complexities and constraints of Southern research and knowledge systems. The theme of the 2016 conference was collaboration to achieve the Sustainable Development Goals. Southern researchers and policymakers shared with publishers their experiences of research access and the difference that consistent and responsible access can make.



Dr Poudel in Nepal published his research about rice planting in the face of climate change in one of the journals on the NepJOL platform.

Press release project puts spotlight on Southern research

Changing the planting cycle of rice in Nepal can mitigate the damaging effects of climate change on crop yields. Composting is a better option than the present system of open dumping for waste disposal in urban areas of Sri Lanka. Improvements in education can reduce the risk of HIV infection in Nepali migrant workers. Adapting cooking practices would reduce pulmonary disease in Bangladeshi women.

These are just some of the many important and locally relevant pieces of research being carried out in Sri Lanka, Nepal and Bangladesh and

published in the 333 journals across the SLJOL, NepJOL and BanglaJOL platforms.

In 2016, INASP began commissioning locally written press releases of some of the many articles published each month. The aim is to showcase the important research being done in developing countries and to bring it to a wider audience. The press releases are distributed to over 7,000 journalists around the world through the AlphaGalileo service and have been regularly picked up by news outlets in Europe, North America, the Middle East and Africa, as well as in Asia.

For the stories behind the headlines, see www.inasp.info/researchnews.



Connecting North and South: delegates at Publishers for Development 2016 hearing how collaboration can help achieve the Sustainable Development Goals. Photo: MTJ Media.

In early 2017, the AuthorAID project launched a study to better understand the impact of three of its capacity development approaches - the MOOCs, intensive online courses and the mentoring programme. Results will be shared in late 2017.



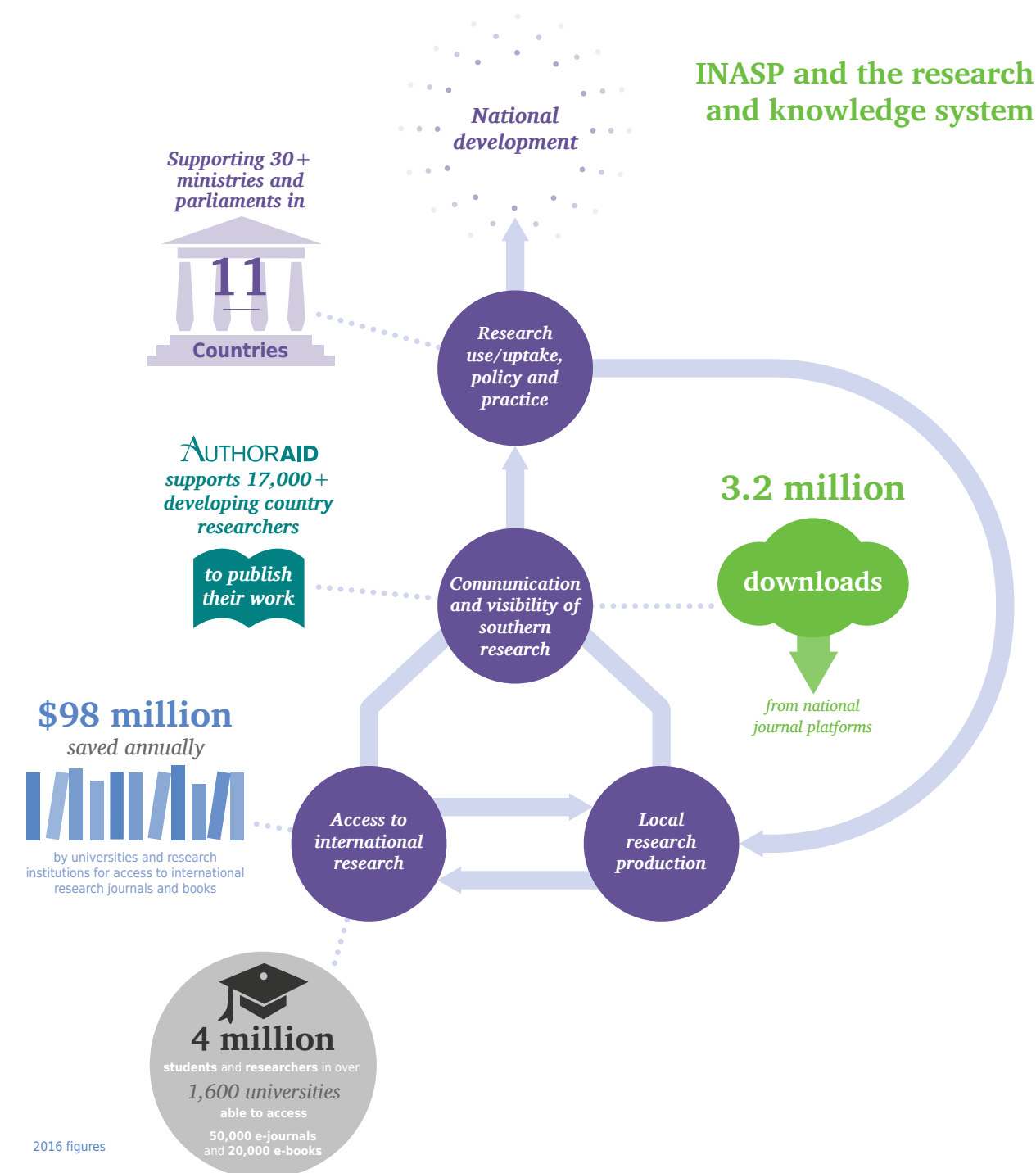
Molecular diagnosis of dengue and leptospirosis by Sarangi Jayathilaka, who participated on an AuthorAID research-writing online course in 2016

Online courses reach researchers in fragile states

Online research writing courses from INASP's AuthorAID project are helping academics in fragile and conflict-affected countries and those displaced from their homes. Since their launch in late 2015, more than 7,000 early-career researchers in the global South have completed AuthorAID MOOCs, including researchers based in Yemen, Somalia, Afghanistan and Syria. These online courses have also proved particularly appealing to women as they provide the flexibility to choose the time and place of study, which allows women to manage course participation with their household and family responsibilities. The online courses demonstrate cost-effectiveness and sustainability as they use volunteer facilitators from around the world, many of whom were previous participants in AuthorAID training or trainers from AuthorAID partner institutions. Online learning is now becoming a significant part of AuthorAID's work to support Southern institutions to run their own research writing courses. In recognition of the innovation and impact of this approach, AuthorAID research-writing MOOCs are now finalists in the prestigious Association of Learned and Professional Society Publishing (ALPSP) Innovation in Publishing Awards, 2017.

"We are currently preparing for a conference later this year and the number of abstracts submitted from [one of the TAFIRI centres] Kigoma alone is five—all written by course participants."

Ismael Kimirei of Tanzania Fisheries Research Institute, one of 10 institutions in Tanzania, Ghana, Vietnam and Sri Lanka that are now embedding AuthorAID research-writing training, both face-to-face and online, into their own teaching programmes.



Supporting effective leadership: partnering to strengthen national library networks

Organizational strengthening supports African information access

Information access underpins Southern research and its ability to solve development challenges. However, securing access to essential academic information can be challenging and requires strong national-level organizations that can act on behalf of universities and research institutions within their countries.

Strengthening Southern library networks – or consortia – has been an important component of INASP's work for many years. In 2016, INASP teamed up with Caplor Horizons, a not-for-profit network of experts in organizational change, to help these consortia to strengthen their leadership, strategy and influencing skills.

Key to this work is the understanding that capacity development needs to go beyond individual skills to developing organizational capacity. With library consortia, this challenge is particularly complex because they are composed of networks

of individuals and organizations rather than single entities with well-defined internal structures.

Building on current thinking in leadership development, the 'Leading in the Library: A learning lab for sustainable access to knowledge in developing countries' recognizes that the contexts and cultures within which library consortia operate are complex and evolving so it is critical to take an iterative, flexible and problem-solving approach to the challenges around access to knowledge.

With the model of learning and adapting, the project uses a range of approaches, including face-to-face workshops, webinars and online discussions, to help library organizations think about their role, organizational identity and strategy and then build on these priorities.

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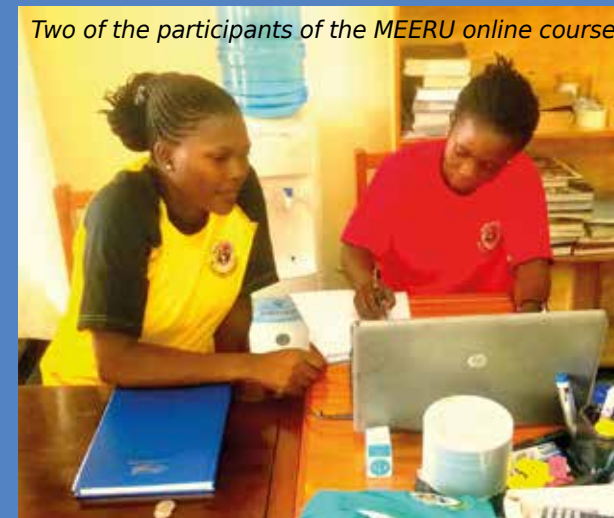
Discussions at a Leading in the Library workshop in Uganda.

Online course helps libraries evaluate online resource usage

To help ensure that researchers in low- and middle-income countries have access to the information they need to do their research, library consortia need to monitor and evaluate the usage of the research information that they supply.

Building on years of face-to-face training in monitoring and evaluating of library collections and experience of AuthorAID online courses, in the past year INASP launched an online course in Monitoring and Evaluation of E-Resource Use (MEERU) for members of library consortia.

Two of the participants of the MEERU online course.



Financial information

INASP's financial summary for the year ending 31 December 2016.

The summary financial statement contains information from the statement of financial activities and the balance sheet for the year ended 31 December 2016, but is not the full statutory report and accounts. The full financial statements were approved by the trustees on 6 April 2017 and subsequently submitted to the Charity Commission and to Companies House.

The auditor has issued an unmodified report on the full financial statements and on the consistency of the trustees' annual report with those financial statements.

Their report on the full annual financial statements contained no statement under sections 498 (2) (a), 498 (2) (b) or 498 (3) of the Companies Act 2006. Copies of the full annual accounts including the Trustees' Annual Report may be obtained from the charity's head office or on the website at www.inasp.info/finance.

Statement of financial activities for the year ended 31 December 2016

Income from:	£
Donations and legacies	165,000
Charitable activities	
Programme work	3,174,609
Subscriptions	1,232,556
Investments	4,761
Total income	4,576,926
Expenditure on:	
<i>Charitable activities:</i>	
Programme work	
Sub-total expenditure on programme work	2,817,388
Subscriptions	1,284,911
Total expenditure	4,102,299
Net movement in funds	474,627
Reconciliation of funds:	
Total funds brought forward	1,526,707
Total funds carried forward	2,001,334

\$98 million
saved in 2016

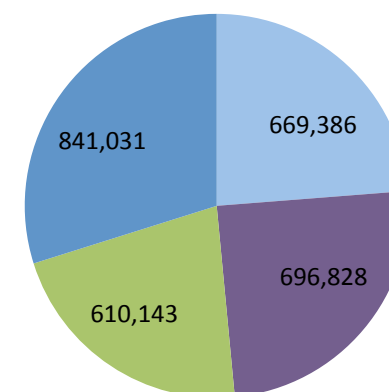


by universities and research institutions to access international research journals and books

Balance sheet as at 31 December 2016

	£
Fixed assets:	
Tangible assets	52,258
Current assets:	
Debtors	348,611
Cash at bank and in hand	2,560,549
Total	£2,909,160
Liabilities:	
Creditors: amounts falling due within one year	960,084
Net current assets	1,949,076
Total assets less current liabilities	2,001,334
Total net assets	2,001,334
The funds of the charity:	
Total unrestricted funds	2,001,334
Total charity funds	2,001,334
Approved by the trustees on 6th April 2017 and signed on their behalf by	
J Beall	
Chair	

Programme expenditure includes



- Strengthening the capacity of INASP partner countries to access research literature
- Increasing the quality & visibility of locally produced research
- Sharing lessons learnt with stakeholders
- Building capacity to use research evidence



Sudeep Subedi of Nepal trying to transform barley by floral dip method

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International Network for the Availability
of Scientific Publications (INASP), 2017



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